

THE IMPACT OF HUMAN RESOURCE  
MANAGEMENT PRACTICES ON JOB  
SATISFACTION IN HOTEL INDUSTRY

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A research project submitted in partial fulfillment of the  
requirement for the degree of

BACHELOR OF BUSINESS ADMINISTRATION  
(HONS)

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE

DEPARTMENT OF BUSINESS

MARCH 2013

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## ACKNOWLEDGEMENT

First of all, we would like to express our most sincere appreciation to Universiti Tunku Abdul Rahman (UTAR) for giving us the opportunity to conduct this research that may be helpful in our career in the future. Besides that, UTAR facilities such as library and internet lab provide us a convenience in completing our thesis. Not forgetting our Research Project lecturer, Ms. Lim Yong Hooi for providing us information and guidance on our research.

We would also like to take this opportunity to thank and appreciate our respectful supervisor, Mr. Ramesh Kumar a/l Moona Haji Mohamed @ Rajoo for assisting us by providing us wise knowledge, guidance and experience throughout the whole research process. He was endured our never ending questions and sacrificed his precious time in answering and guiding us to complete this research.

Besides that, we also grateful to entire members that give full collaboration and involvement to complete this research project. In addition, we would like to thank our parents for their support and blessings in our process of completing this research study. Last but not least, we sincerely appreciate those people in helping us to completing this research project. Without this support, we would not have succeeded in this research.

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## PREFACE

The research study that is conducted by our group is basically a part of the requirement by our degree course. It is mandatory for us to conduct this research study to complete our course Bachelor of Business Administration (Hons).

Our research study topic is “Impact of Human Resource Practices on Employees’ Job Satisfaction in Hotel Industry.”

This paper is prepared to assist the manager or researcher in hotel industry of Malaysia to identify and examine the relationship between the factors of human resource practices with job satisfaction of employees in hotel industry. This is because there are high employee turnover rate and low standard of performance is going to be a serious problem in hotel industry.

In this research study, we outline the 5 important variables that have influences towards the employees of hotel industry. The variables include training and development, performance of appraisal, compensation, benefit, safety and health. These five variables play important roles in determining the possible factors that might influence the job satisfaction of hotel employees.

Grateful acknowledgment is here made to Mr. Ramesh who guides us in doing this paper. This work would not have reached its present form without his invaluable help.

## ABSTRACT

The purpose of this study is to examine and gain a better understanding impact of human resource practices on hotel employee job satisfaction in Malaysia. The changing of trend influences the job requirement of the employees. Comparing with previous time, not all the employees' job satisfaction can be fulfill by the financial compensation and benefits.

The main objective of this research study is to examine the impact and relationship of human resource practices (training and development, performance of appraisal, compensation, benefit, safety and health) toward employees' job satisfaction in hotel industry.

For our research study, the scope of study is focused on the employees in the hotel industry in Pulau Pinang, Kuala Lumpur and Johor. In our research, a total of 450 questionnaires are prepared and distribute to the hotel employee. In order to analyze the data which we were obtained, Statistical Package for Social Science (SPSS) computer software program version 16 was used for data analysis. Finally, this research was concluded with the discussion and limitations in conducting the research study. Furthermore, recommendations for future research were provided.

**Keywords:** Job Satisfaction, Training and Development, Performance Appraisal, Compensation, Benefit, Safety and Health.

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## **Chapter 1: Introduction**

### **1.0 Introduction**

This chapter shows an overview of the research background. It includes the problem statement and existing gap, research objectives, research questions, hypothesis of study and significance of study of this topic, which is related to human resource practices and job satisfaction.

### **1.1 Research Background**

Nowadays, the hotel industry is finding itself indulging in a highly competitive environment worldwide. Keeping employees enables the organization to be successful in today's competitive business environment. The most important assets for most organizations in particular service-based organizations are the employees because of the benefits of delivering successful performances (Evans et al., 2003: 71).

Hotel industry is one of the most important service-based organizations in Malaysia which according to Abdullah et al. (2009). Marketing strategy, upgrading the quality of service and strengthening of hotel operations are the formulations that have been important to hotel (Hwang & Chang, 2003). However, increasing turnover rate has slowed down the growth of the hotel industry.

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When the employees have high job satisfaction, they will tend to continue to work for the company which will lead to lower turnover rates. The problem of employee turnover is a general one and remains high in the industry (Hemdi, 2006; Hemdi & Nasurdin, 2003; Zahari, 2004). Turnover rate is greatly affected by job satisfaction. According to Malik, Saleem and Ahmad (2007), the satisfaction of employee with work is about the level he loves his job. To other extend, it can be said that how the job will encourage the employee to prevent from *absenteeism* and carry out job routine to achieve their objective. Globally, hotel industry is estimated to range from 60 percent to 300 percent annually in the turnover rate (Walker and Miller, 2010). This problem also presented among managerial employees within the hotel industry. Empirical studies have steadily showed that an extremely employee turnover rate annually is acknowledged to be one of the most problematic issues and meticulously detrimental to the global hotel industry.

Besides that, employees can be easily retained with the hotels that provide strong reputation, higher salaries and benefit because the employee satisfaction is achieved. An important role is played by the employee in their service performance to satisfy the customer and compete with others. Airlines and hotels are as such of the service-oriented organization which has acknowledged that employee satisfaction will go a long way toward contributing their goal of having happy customers (Robbins and Judge, 2009: 123). It is essential to generate a working environment that encourages employees to give quality response to customer needs and to provide customer satisfaction. This is the key to pull service-profit chain of business (Afshan Naseem, 2011).

Employee satisfaction can be beneficial to their company as well. Employees' happiness, contented, fulfilling their desires and needs at work are also included to describe employee satisfaction. Employee goal, achievement, employee motivation and employee morale in the workplace are the factors from employee satisfaction. A mediocre employee would like to stay in the organization if the

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employee satisfied with the workplace environment. Moreover, the employees are becoming more valuable when the working period is longer for a company especially in the service industry, according to Heskett et al. (1997). Researchers also know that employee satisfaction can be increased through offering training programmed to their employees (Abdullah, 2011).

The growth of hotel industry in Malaysia is obstructed by the low retention rates of staff. This is due to the major problem of identifying the factors which contribute to employee satisfaction. Human resource management practices always play an important role in affecting job satisfaction of employee and increase the service quality.

## **1.2 Problem Statement**

Employee is one of the important assets in an organization. There is no organizational can survive without their employees. Therefore, organizational should pay attention on their employees in order to retain them in the organization. By doing so, it can influence the organizational productivity which eventually will bring their employees to achieve the organization's mission and vision. High quality of job performance is normally delivered by highly job satisfaction and commitment employees (Riketta, 2002). Undeniable, every organizational is trying their best to retain and motivate their employees.

Besides that, high employee turnover rate is also one of the critical problems to an organizational in term of losing productive employees and additional cost for recruitment and training process (Loi, Hang-yue, & Foley, 2006). In hotel industry, there is increasing number of employees' turnover which becomes a global

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phenomenon (Siti Zuraini, Salleh, Md Abdullah, & Zulhan, n.d.). A study has consistently showed that excessive turnover rate of employee is considered to be the most problematic issue to the global hotel industry, which involved 60% annually (Birdir, 2002). According to Hemdi (2006); Hemdi & Nasurdin (2003) & Zahari (2004), the employee turnover issue remains high in hotel industry in Malaysia and it is similar fashion with the global hotel industry.

The average of employee turnover rate had revealed to be 66% annually for the respective year of 1998 and 1999 (Malaysian Association of Hotels, 2000). According to Malaysian Association of Hotels (2000), the main problem occurs is due to unsatisfied pay. Therefore hotel industry appears unattractive to many employee. Other than that, some results have revealed that turnover rate of managers in hotel industry is higher compared with other service sector industries (Carbery, Garavan, O'Brien, & McDonnell, 2003).

The problem of low standard of performance and high employee turnover rate is mainly come from low job satisfaction from the employees. The definition of job satisfaction is the combination of belief and feeling that employees on job. According to Jones (2006), he stated that an employee who likes his job is likely to have high satisfaction level. For instance, employees feel that the organization has treated them fairly.

In addition, human resource practices are closely related with job satisfaction (Ting, 1997). Based on Appelbaum, Bailey, Berg and Kalleberg (2000), scholars and practitioners believe that good human resources management practices will result in higher level of job satisfaction which would eventually improves organizational performance. Moreover, job satisfaction is related to other factors such as turnover (Carsten & Spector, 1987), absenteeism (Hackett & Guion, 1985), organizational commitment and happiness (Boehm & Lyubomirsky, 2008).

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A short conclusion, many studies have showed that job satisfaction is one of the most important attitudinal construct that affect employees' behaviour, attitude and work outcome. There is high employee turnover rate and low standard of performance is going to be a serious problem in hotel industry. In order to lower the employee turnover rate and improve the standard of organizational performance, we have conducted this study to examine how well the human resources management practices have influenced the employees' job satisfaction

### **1.3 Research Objective**

For this section, the purpose of this research is to identify and examine the relationship between training and development, performance appraisal, compensation, benefit, safety and health with job satisfaction of employees in hotel industry.

#### **1.3.1 General Objectives**

The study aims to reflect the impact of training and development, performance appraisal, compensation, benefit, safety and health on job satisfaction of employees in Malaysia hotel industry. The research tends to prove the significant impact of these variables to employee retention through the distribution of survey in hotel industry and formulating empirical statistical result to strengthen the argument.

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### **1.3.2 Specific Objectives**

- I. To examine the employees' job satisfaction in hotel industry.
- II. To identify the important factor that affect employees' job satisfaction in hotel industry.
- III. To identify the factors that influence the employees' job satisfaction in hotel industry.
- IV. To investigate the impact of training and development, performance appraisal, compensation, benefit, safety and health towards employees' job satisfaction in hotel industry.
- V. To examine the relationship between training and development, performance appraisal, compensation, benefit, safety and health and employees' job satisfaction.

### **1.4 Research Questions**

The main purpose to carry out this research is to answer the questions as stated below:

- 
- I. Does training and development affect the job satisfaction of employees in hotel industry?
  - II. Does performance appraisal affect the job satisfaction of employees in hotel industry?
  - III. Does compensation affect the job satisfaction of employees in hotel industry?
  - IV. Does benefit affect the job satisfaction of employees in hotel industry?
  - V. Does safety and health affect the job satisfaction of employees in hotel industry?
  - VI. Do the human resources management practices affect the job satisfaction of employees in hotel industry?

## **1.5 Hypothesis of the Study**

### **Hypothesis 1**

Ho: There is no significant positive relationship between training and development and job satisfaction.

H1: There is significant positive relationship between training and development and job satisfaction.

### **Hypothesis 2**

Ho: There is no significant positive relationship between performance appraisal and job satisfaction.

H1: There is a significant positive relationship between performance appraisal and job satisfaction.

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### **Hypothesis 3**

H<sub>0</sub>: There is no significant positive relationship between compensation and job satisfaction

H<sub>1</sub>: There is significant positive relationship between compensation and job satisfaction.

### **Hypothesis 4**

H<sub>0</sub>: There is no significant positive relationship between benefits and job satisfaction.

H<sub>1</sub>: There is a significant positive relationship between benefits and job satisfaction.

### **Hypothesis 5**

H<sub>0</sub>: There is no significant positive relationship between safety and health and job satisfaction.

H<sub>1</sub>: There is a significant positive relationship between safety and health and job satisfaction.

### **Hypothesis 6**

H<sub>0</sub>: There is no significant positive relationship between human resource management practices and job satisfaction.

H<sub>1</sub>: There is significant positive relationship between human resource management practices job satisfaction.

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## **1.6 Significance of the Study**

The changing of trend influences the job requirement of the employees. Comparing with previous time, not all the employee job satisfaction can be fulfilled by the financial compensation and benefits. There are more elements which will influence the job satisfaction. The organizations possess a good performance appraisal system and compensation system, provide employees self-upgrading programs and suitable environment are considered by employees to fulfill their requirement of job satisfaction.

Job satisfaction is an important perception of the employees toward the organizations, especially in the services industry. When they are satisfied with their job, they will have better job performance. At the same time, it will improve the customer satisfaction as well. Since there is a strong correlation between job satisfaction among job performance, job commitment, retention, intention to leave and turnover, applying human resource management practices in the right way can reinforce these terms.

This study is to search and discover the relationship between human resource management practices and job satisfaction of employees in hotel industry. This study provides useful information in understanding the way that human resource management practices influence job satisfaction in the hotel industry. The organizations adapt the most suitable human resource management practices by investigating the information provided. The information can also be a reference to support the organizations to change the idea and movement of employment policy in order to enhance the job satisfaction.

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## **1.7 Chapter Layout**

These 5 chapters consist of introduction, literature review, research methodology, research results and lastly, discussion and conclusion.

### Chapter 1: Introduction

In this chapter, we will explain the background of our research, the problem and gap that we found, research objective and questions, hypothesis and significant of this research.

### Chapter 2: Literature Review

In this chapter, we will highlight the main points which captured from secondary data. Combine and summarize the information that we obtain from the secondary data. The theoretical framework and theoretical model will be provided in order to make others have more understanding to the problems and gaps.

### Chapter 3: Methodology

This chapter shows the data collecting procedures. The research design, data collection methods, sampling design, research instrument, constructs measurements, data processing and data analysis will be discussed.

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#### Chapter 4: research results

This chapter shows the way to analyze data and link the result of survey to research questions. It includes descriptive analysis, scale measurement and inferential analysis.

#### Chapter5: Discussion and Conclusion

In this chapter, we discuss the overall research consist of all chapters. This chapter covers the statistical analysis, discussion and limitation of the research. Lastly, we explain the recommendations for future and make conclusion for this research.

### **1.8 Conclusion**

In first chapter, we introduce our topic through research background and develop problem statement. The objective of our study and the research questions are clearly stated. Hypothesis for our topic has developed from the information that we have gathered.

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## **Chapter 2: Literature Review**

### **2.0 Introduction**

In Chapter 2, the contents involve literature review, relevant theoretical models, proposed conceptual framework and hypotheses development. The aim of the literature review is to identify secondary data from journal and articles which related to our research topic. Recent research will be reviewed in the context to take an overview of how other authors in the related study field evaluate factor of employee job satisfaction. Researcher will outline relevant study review of factors training and development, performance appraisal, compensation, benefit, safety and health individually. Besides, a proposed framework for this study has formulated based on the relevant theoretical framework.

### **2.1 Review of Literature**

#### **2.1.1 Job Satisfaction**

Many research studies have been done to find out how human resource management practices affect job satisfaction. Job satisfaction is one of the widely discussed issues in field of organizational behavior (Yong, 2011).

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Some researchers define job satisfaction as behavior of the employees which directed by issue such as salary, working conditions, control, promotion , social network, talent and some similar variables, characteristic, relationship of group apart from the work life (Blum and Naylor, 1986). Edward and Scullion (1982) have indicated that the job satisfaction used as the overall predictor of working attitudes of the emotion state in the workplaces (as cited in Patah et al.2009).

After the explanation of author, we able to conclude that emotion related to job is the main issue to affect the level of employee's job satisfaction. In another word, we can also summarize that employees believe that their job values are realized if they are faced by positive personal attitude.

There are two important sources to determine satisfaction which are intrinsic and extrinsic. Intrinsic sources rely on the individual characteristics of the person, such as attitudes, behavior and trait. However, extrinsic sources are situational and depend on the environment or working condition, such as organization culture and practice. Most of the author found that extrinsic sources is used by economist, although by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Luchak, 2003).

In addition, the researchers found that employee's job satisfaction is a positive predictor of employee productivity when inspecting the relationship of organizational commitment, job satisfaction and productivity in a sample of 450 employees (Malik, Ahmad, Saif, & Safwan, 2010). This showed that the more employees will be satisfied from their work the more they will be contributing towards achieving organizational goals in an effective and efficient manner. A study has showed the relationship of organizational commitment and job satisfaction among nurses and realized that both the variables were significantly related (AL-Hussami, 2008). Organizational commitment is the belongingness to the organization. It happens when an individual wishes to work in an organization

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willingly. Thus, employee job satisfaction helps the employees to work with the organization with full interest and love.

### **2.1.2 Human Resource Management Practices**

Human Resource Management (HRM) is defined as a strategic approach to the management of employees which are the people who contribute to the achievement of the objective (Armstrong & Michael, 2006). Practices and policies engaged in carrying out human resource aspect also referring to HRM. This comprises of job analysis, human resource planning, compensation, performance appraisal, selection, recruitment, training, development and labor relation (Dessler, 2007).

The current study has chosen the HR practices which are recruitment and selection, training and development. Apart from that, HR planning, performance appraisal, industrial relations and compensation also included in the practice. Guest Model and Society of Human Resource Management, USA (Yeganeh & Su, 2008) were functions largely in incorporating the practices.

Besides that, human resource management practices generate high levels of skill and the heart towards the work, motivation will create the value to reveal the productive behavior of the employees. Moreover, Malaysia's human resource practices are drawn from the combination of Western and indigenous human resource practices Malaysia, (Chew, 2005). According to Chew (2005), human resource practices in Malaysia are categorized into two mainstreams which are ethnic-oriented values (e.g., Malay, Indian and Chinese values) and British-oriented values. The companies were found that they were managed either largely through British or the native way.

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In addition, phenomenon of turnover always displays the weak employee organizational linkages. This is because people are probably wanted to gain better monetary rewards and career development opportunities. However, once people have base level of money which can make them feel comfortable, it is a failure if using monetary rewards to get them to do creative work.

Meanwhile, to have positive relationship with company performance, the effective implementation of human resource practices in organizations is a key source of competitive advantage and has been shown.

### **2.1.3 Training and Development**

If training and development program can be defined in computer program, the employee is act as computer hardware and operating software can be defined as employee skill. That's mean in order to maximize a computer performance, there is always available for the latest software or driver to speed up the computer speed or make it smoother. So, these latest software or driver is the main part of training and development. Training also can be defined as an enhancement of employee soft skill or knowledge to maximize the performance of the employee.

In the other hand, training and development can improve workforce utilization and it will potentially increase the job satisfaction of an employee. To support this statement, Jones et al. (2009) concluded in a study and stated that training is positively associated with job satisfaction. The training programmed is good for the organizations as well as their employees, by giving more information to the employee about their jobs and the company background. It would lead them to feel better about their organization.

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Rowden and Conine (2005) discuss that trained employees may be better in satisfying the needs of their customers. It will definitely help the company to grow with a healthy statistic. There are two major parts which are the training of general and specific skills. When general skill training raises the job satisfaction of an employee and the training of specific skill will make employee easier to move to other job or company. Which mean, specific skills training may cause the worker to reduce satisfaction in their current job and this will create a path for them to exit from the current organization.

In order to avoid the above status, economist typically stated a clear classification of training which are specific training and general training and the impact of them. The firm which provides specific training will raise the productivity of current employer and it will not benefit other company if the employees join other organization after the training (Garibaldi, 2006).

There is a risk that after the training & development for organization may cause the current employee to resign and get their desire job in other company or competitor of current company. But still, training and development is very important for an organization growth. A training program might help employees to reduce their anxiety or frustration and well skill-equipped themselves in a current job to make it smoother. If they are not skillful enough to handle it effectively, employee will more likely to leave the current company when they feel less competent to do the task given (Chen et al., 2004).

Schmidt (2007) research studies concerned on the importance of job training to different categories of employees and it can conclude that training and development is positively influenced the job satisfaction. Develop different training to different level of company may reduce the possibility of negative impact such as losing employee after the training is done.

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### **2.1.4 Performance Appraisal**

According to Boohene and Asuinura (2011) , it is essential that employees know exactly the expectation from them, and the benchmark by which their performance and results will be evaluated. The purpose of the performance appraisal system is used to review the staff's potential and performance (Mullins, 2005). It is one of the systematic processes which assess an individual employee's job performance and productivity.

Performance appraisal is regarded as an essential topic of investigation among the central function of human resource management and also the organizational researchers (Dulebohn & Ferris, 1999). Poon (2004) stated that this is vital partly due to the effectiveness of performance appraisal to act as a managerial decision tool. Besides that, accurate data on employee performance is provided by the tool and rating accuracy is a serious phase of the appraisal process.

Some applications of performance appraisal are performance improvement, promotions, test validation, termination and others. (Denisi & Pritchard, 2006). It involves the measurement, identification and management of human performance in organizations. Organizations carry out appraisals normally for the purpose of administrative or developmental. For administrative purpose, the appraisal is used to determine decision the employee's work condition, including promotion, rewards and termination. In term of developmental purposes, the appraisal is used to enhance employees' performance and strengthen their job skills. This can be done by providing training and counseling employees on effective work behavior for them.

A survey found that majority of human resource professionals is discontented with their current appraisal system. Performance appraisals are becoming more

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subjective as stated by Treadway et al., (2007) and hence it is equally important to understand the impact of the quality of performance appraisal.

Next, a lot of the companies practice single and uniform performance appraisal evaluation system. Therefore, single performance appraisal system may not be the best choice for all the staff the expectation of the company and employees are different. Each of them may have different perceptions for the practice. It is essential for the need of the skilled and professional managers to increase steadily as more organizations are joining the global marketplace (Bartol & Martin, 2003).

The fundamental objective of performance appraisal is to aid the management in deciding on the administrative decisions relating to firings, layoffs, promotions and pay increases. For example, the present job performance of an employee is often the major consideration for determining the promotion of the employee (Khan, 2007).

Then, organizations can use the performance appraisal activities to communicate with organizational strategies, vision and goals to their employees (Kuvaas, 2006). The affective and emotional aspects of super-ordinate goals may capture the hearts of employees (Latham, 2003). Thus, performance appraisal activities are able to communicate super-ordinate strategies, goals and vision to the employee and grant them to experience higher levels of commitment. Therefore, the employees may become more effectively committed to their organization.

There is a positive relationship of job satisfaction with employee commitment, employee participation and employee productivity (Bhatti & Qureshi, 2007). This finding showed the advantages of the job satisfaction of employees by adding that at the same time it has a positive effect on three factors like commitment, productivity and participation in work activities.

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### **2.1.5 Compensation**

Frederick Taylor explains money is the critical element to motivate the employee to achieve better productivity for the organization. Money has significant motivating power to achieve employee's goal and guarantee which included security, power, prestige, and a feeling of accomplishment and success. Since compensation was used to reward employees based on their work performance, it will affect employees' morale and job satisfaction. Which mean, benefit, pay and incentives are the compensation package to create value for the organizations and their employees.

According to Henderson (2006) there are three main components of total compensation have been classified which include fixed pay, flexible pay and benefits. Fixed pay is compensation where the amount and payment are guaranteed as per agreed. Whereas second classification is flexible pay, which are variable pay and deferred income such as gain-sharing, bonuses, incentives, overtime and etc. Benefits may refer to annual leave, special rate while purchase employer's service or product.

The effect of pay level on the personal outcomes is affected; it found that effect of performance based pay on job satisfaction is indirectly affected by interactional justice (Ismail, Hock, & Muhammed, 2009). A research which was done by Jacques Igalens and Patrice Roussel (1999) clearly stated the relationship between work motivation and job satisfaction. A better fixed pay will increase job satisfaction by not effecting work motivation. In other words, introducing a better flexible pay to employee may increase work motivation while not increasing job satisfaction. If compensation set by the organization can satisfy the employee, it also increase motivation to perform at work as well, which mean, pay satisfaction is directly affect job satisfaction.

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### **2.1.6 Benefits**

Employee benefit can be defined as the benefits that employees received from organizational which included health insurance, wellness program, supplemental unemployment insurance, child care and many. Employee benefits is a part of the total compensation package, it is provided by employer and excluded from pay for time work. According to James, Janice, Shaun and Brian (2009), benefit is a significant factor in retaining and attracting employees.

According to Moussa (2000), employee benefits included life insurance, vacation, pension and others. Pension can be divided into two types which are defined benefit (DB) and defined contribution (DC) plans (James, Janice, Shaun, & Brian, 2009). Defined benefit plans is the formula-based pension plans which means that employees will received the benefit based on their retirement age, year of service and final average salary. Defined contribution plans defined as the similarity of saving plans which the benefit received is based on the percentage of pay made of worker as annual contribution as well as accumulated investment earning on the worker's account.

If the employees are satisfied with the benefits that they received, the job performance will be improved (James, Janice, Shaun, & Brian, 2009). It means that if the benefits provided by employers are satisfied by employees, it would lead to high job satisfaction. If employees are not satisfied with the benefits, it may lead to low job satisfaction.

In addition, benefits can take as valuable alternatives for salary. According to Dale-Olsen (2006), due to the employees who have strong preferences on benefits which would decrease the turnover prevalence, therefore the employers may offer different kind of employee benefits. Other than that, some researchers have found

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that employees viewed benefits and wages as alternatives, which means that they are willing to abort wages in exchange for better benefits. This action can improve the job satisfaction when the employee's income tax decreases as they giving up wages for benefits.

However, it would have a negative relationship on job satisfaction when employee found that those benefits they exchanged are not necessarily needed. For an example, a company has provided a medical insurance for their employee's spouse, but employee's spouse already have the medical insurance. It can be seen, this benefit is viewed as unnecessary and it would decrease the job satisfaction if the wages of employees is low. Hence, employers have to provide suitable and desirable benefits to their employees based on their preferences in order to satisfy them (Dencker, Joshi, & Martocchio, 2007).

Furthermore, when the benefits providing is desirable for employees, employees may have a feeling to stick and work loyally to the particular employer. For instance, pre-existing health conditions are normally not included under employer provided health insurance, so the employer can provide the needed benefits for their employees in order to remain productive employees in the organization (Adams, 2004). Thus, employer may have to provide some benefits which are not offered by other organization so that it will attract more talent employees to join the organization.

Employers have to ensure that the benefits they are offering to employee is in a "fair" manner. "Fair" in organization can be defined as the employer able to balance its competitive business interests with the objective of retaining, developing and encouraging a productive employees. Equity theory is defined as what the employees received is equitable and fair with other employees. According to Carraher and Carraher (2005), the most fundamental level is to examine how equity is determined, how people respond to inequity situations, and

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what causes people to feel or believe that they are being fair treated and to be satisfied with their current situation.

Equity theory is very good for explaining employee's behaviour and how benefits can affect them based upon different background, such as differences in cultural diversity and work experiences (Konopaske & Werner, 2005). Therefore, it shows that employee benefit is an important factor to influence the job satisfaction of employees and reduce turnover.

### **2.1.7 Safety and Health**

Job satisfaction can be affected by occupational safety and health risk factors directly and indirectly (Kilic & Selvi, 2009). The occupational safety means that, to avoid the situation influenced by several reasons which are harm on health during working. Occupational health included to avoid fatigue during working, to prevent anti-aging, and to increase quality of life.

From other research, there are biological, chemical, physical and socio-psychological risk factors have been investigated which are related to occupational safety and health in the hotel industry. The main factors affect on job satisfaction are biological and chemical risk factors. While the risk factors on occupational health and safety increase, the satisfaction of employees will decrease (Kilic & Selvi, 2009).

The occupational stress consists of ill health related to work, which bring negative effects on health of well-being. It includes physical and psychological parts. Hotel

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industry is one of the fast growing industries. The characteristic of fast growing industries are non-standard work arrangement, low wages, work demands over, high frequent interaction with customer, and working environment rapidly change (Lo & Lamm, 2005) . When the job requirements do not meet to the employees' abilities, resources and needs, it will cause job stress. The factors of stressful are varied with the type of occupation or jobs (Sunny Hu & Cheng, 2010). Occupational stress increases the employees' turnover rate and poor performance of employees.

Furthermore, there is also a relationship between job satisfaction and health. There are two kinds of health included, which are physical and mental. From other research, the health's characteristic in the workplace is reviewed systematically as an important implication. The organizations are required to accept the greater responsibilities which are the work practice impact on the health level of employees. A good communication between workers and employees are required in order to reduce the stress level of workers effectively. Workplace policies which are concern with improving the health of employees should be executed and developed through meaningful communication between management and workers in order to identify the current working condition of employees (Faragher, Cass, & Cooper, 2005).

The prevention actions, which are developed by management, are related to the safety and health of employees in hotel enterprise. Besides that, the customers' safety is also link to employee's job satisfaction level. That is because the hotel industry' service target is the customers. The satisfaction of customers can increase the job satisfaction of employees. Furthermore, the more qualified employees can offer a better service as contributing in order to improve satisfaction of customers (Rodrigue-Anton & Alonso-Almeida, 2011). The most important is the organization and management how to execute a plan in order to protect the customers or workers from the accidents in the workplace.

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From the survey result in other research, more employees realize that, feeling safe at work is an important element in deciding the level of job satisfaction. The safety in workplace can include the employment security, which means that provide employees stable employment to raise the job satisfaction of employees. The way to improve the organization can start from this employment security in order to retain the loyalty of employees. Furthermore, most of the job security is caused by the low safety motivation and safety compliance and high frequent injuries in workplace (Zacharatos & Barling, 2005).

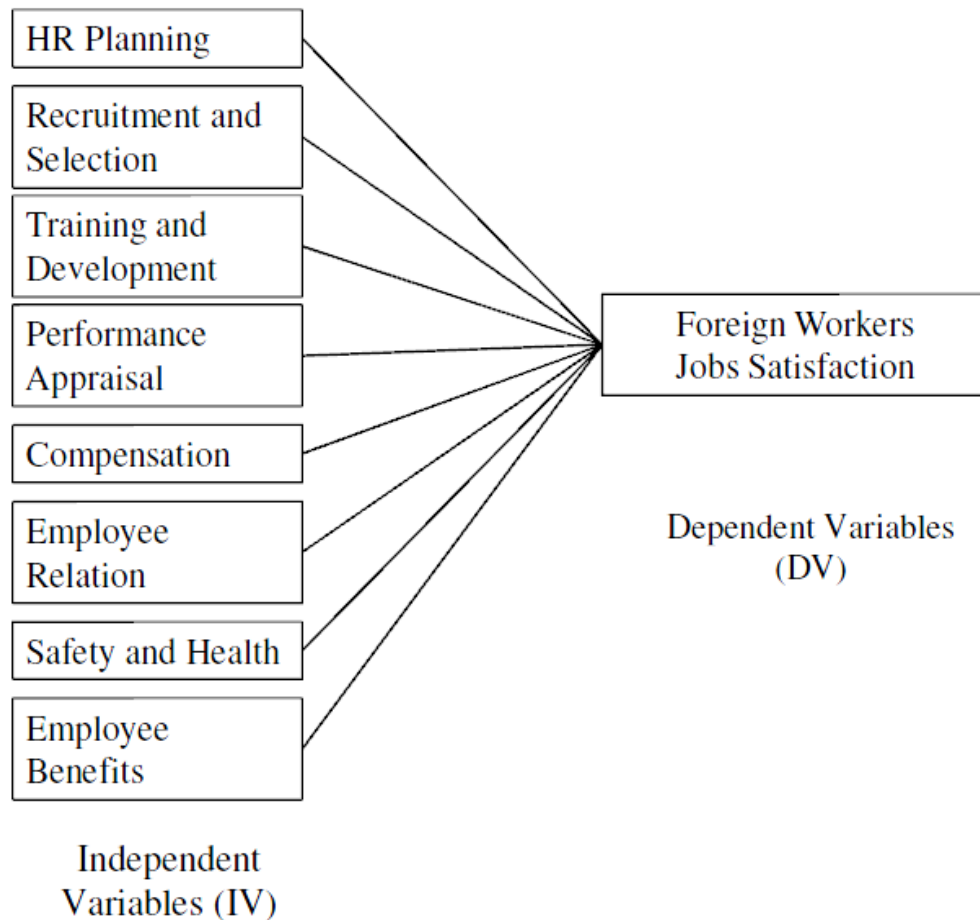
From the view of legal, employer and employee should communicate with each other in order to understanding their own favor in the workplace safety. Failing to obey and follow the principles and laws, it will cause moral hazard, and also threat the health and endanger others' lives. To ensure the productivity of employees and quality of work, the employers and organizations have the responsibility to take care the employees' safety at work. So, both of them have the obligation to possess the knowledge of laws and regulations in order to protect themselves in the workplace.

The importance of occupational safety is increasing significantly over past few years. Due to the quality certification by the enterprise, the risk of job, which is involved by employees, will be standardized. The quality certification implies that the inconsistent danger of task is reduced. (Rodrigue-Anton & Alonso-Almeida, 2011)

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## 2.2 Review of Relevant Theoretical Models

Figure 2.1: Model of HRM Practices Job Satisfaction



Adapted from: Yong.K.H. (2011). *Impact of Human Resource Practices on Foreign Workers' Job Satisfaction : Evidence from a manufacturing firm in Malaysia.*

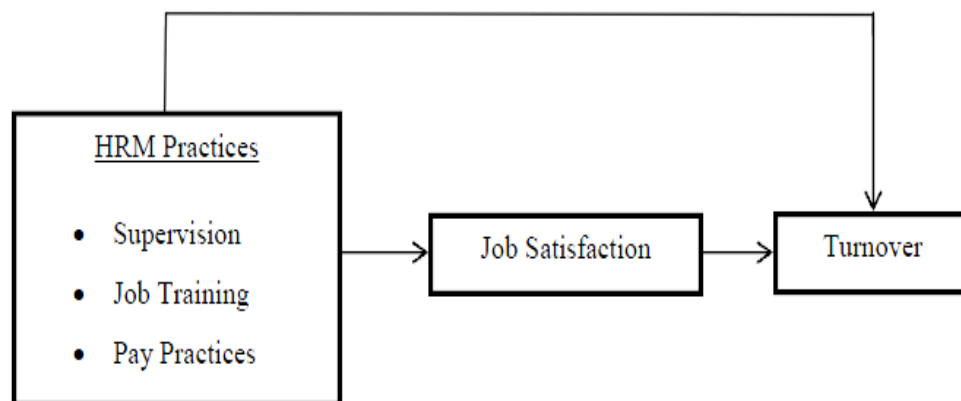
According to the research conducted by Yong Kong Hock, 2011 in the manufacturing sector, the model above is generated. The model shows the relationship among the independent variables such as HR planning, training and development, recruitment and selection, performance appraisal, safety and health,

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employee benefit, compensation, employees' relation with dependent variable which is foreign workers job satisfaction.

The conducted framework shows that performance appraisal, training and development, safety and health and compensation as well as employee benefit has a significant positive relationship with the job satisfaction. Enhance of workplace training might enhanced employees job satisfaction as well. Besides, researcher also proves that a high quality performance appraisal experience is likely to enhance employees' feelings of self value, accomplishment, behavior regarding their job. The studies mention that as compensation and benefit provided was used as rewards that employees receive for work performed tend to affect employees' morale and job satisfaction. Furthermore, from the result of this study we found that safety and health management is committed to provide employees with good and safe conditions of work enhanced their job satisfaction.

Figure 2.2: Model of Human Resource Management Practices Job Satisfaction and Turnover

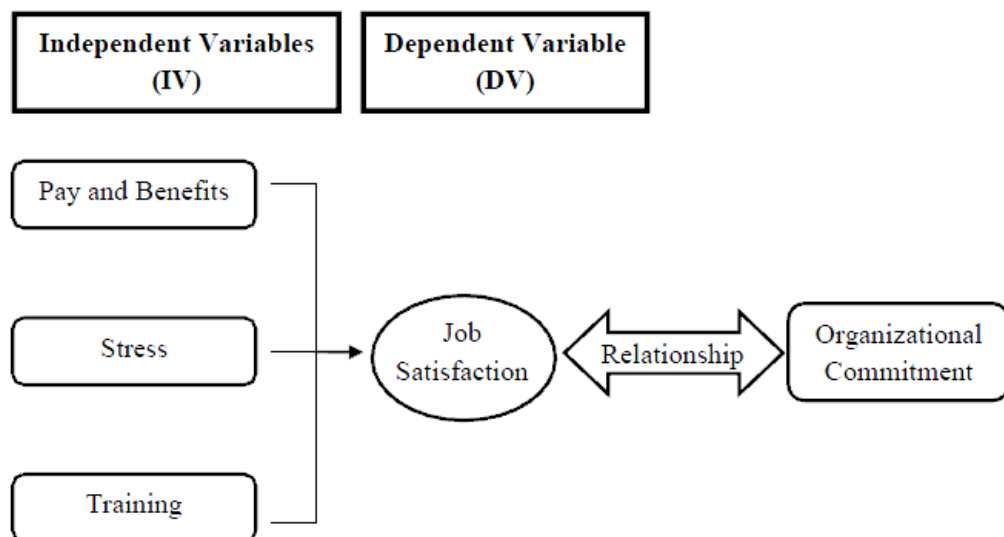


Adapted from: Mudor, H. & Tookson, P. (2011). *Conceptual Framework on the Relationship Between Human Resource Management Practices, Job Satisfaction, and Turnover.*

Based on the research conducted by Hamdia Mudor et. al., (2011), the model above is generated. This model show the relationship of independent variables to the mediating and the dependent variables where the independent variables involved human resource management practices such as supervision, job training, and pay practices, job satisfaction as the mediating and turnover as the dependent variable. This study shows that the human resource practices provided to the employees generate a positive relationship with the job satisfaction. Researcher makes a conclusion in which the three independent variables: supervision, job training, and pay practices have a significant positive relationship with the job satisfaction and negative relationship with turnover rate. In the other words, the independent variables play an important role to increase the job satisfaction among employees.

In conclusion, this model provides us the understanding of the relationship between supervision, job training, and pay practices with the job satisfaction and make it becomes the reference for our theoretical framework.

Figure 2.3: Model of Pay and Benefits, Stress, Training on Job Satisfaction



Adapted from: Chong.P.N, Kah.K.Y, Law.P.Y, Tee.C.S, Tey.SL. (2011). *An evaluation of the factors that affecting the job satisfaction and relationship between job satisfaction and organizational commitment in education industry.*

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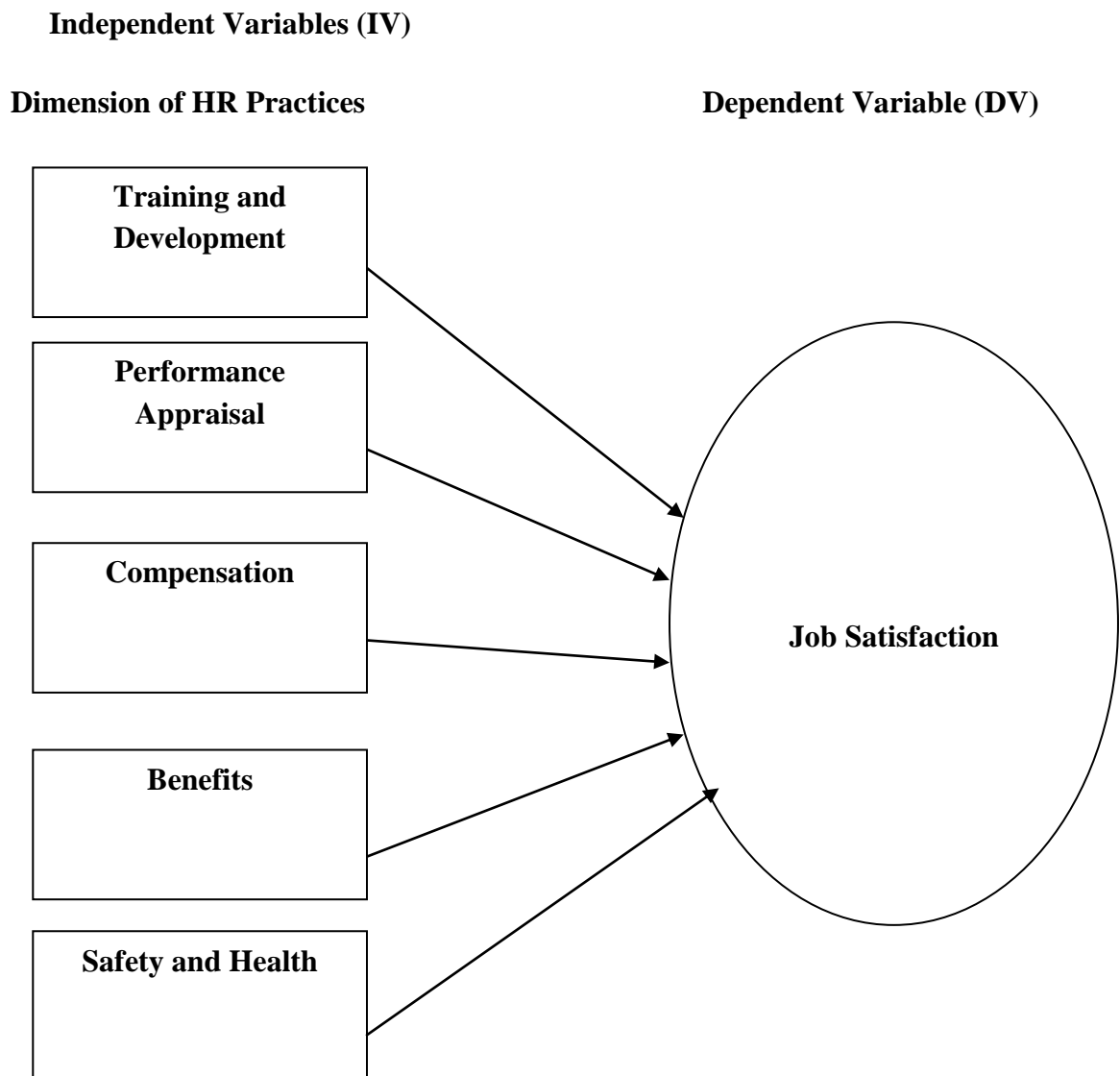
Proposed theoretical diagram above shows the relationship between independent variables and dependent variable. The three independent variables consist of pay and benefits, stress and training while the one dependent variable is job satisfaction. Based on the research conducted, the job satisfaction also have positive significant relationship with the organizational commitment. The research paper stated that the positive relationship between pay benefit, training and job satisfaction as well as relationship between job satisfaction and organizational commitment of teachers in Kampar secondary school has been examined.

In conclusion, this model provides us the understanding of the relationship between pay and benefits, stress, and training with the job satisfaction. Therefore we make it becomes the reference for our theoretical framework.

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## 2.3 Proposed Theoretical/ Conceptual Framework

Figure 2.4 Model of Propose Theoretical



The theoretical framework helps the researcher to see clearly the variables of the study such as the relationship between independent variable and dependent variable. The framework was formed after considered the research question, objective and review of literature. Hence, the framework focuses on the human resource practices that could have impact on the job satisfaction in hotel industry.

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The independent variables are training and development, performance appraisal, compensation, benefits and safety and health whereas, the dependent variable is employees' job satisfaction.

## **2.4 Hypotheses Development**

The hypothesis is to investigate the relationship between human resource management practices and job satisfaction of employees in hotel industry. Based on the theoretical and research literature, certain hypothetical relationship between dimension of human resource practices and job satisfaction were proposed in this study. The following is the set of hypotheses that will be tested.

### **2.4.1 Training and Development and Job Satisfaction**

Jones (2009) has concluded with clear evidence that training is positively and significantly associated with job satisfaction. This is because training and development can lead to superior knowledge, skills, abilities and attitudes of employees that enhance the financial and non financial performance of organization. Organization in which provide their employee the training programs are realizing the rewards of increased skill-sets, motivation, knowledge transfer and higher productivity of their employees. Trained employees are able to perform job-related better (Golden & Acton, 2003).

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Moreover, training helps employees to be more specific with their job and it can increase employee job satisfaction and makes them work better (Anantharaman & Paul, 2003). There are many research studies also focused on the importance of job training applies to different categories of employees. In addition, a study found out that training and development will positively influence job satisfaction and organization commitment as well among temporary workers.

H<sub>0</sub>: There is no significant positive relationship between training and development and job satisfaction.

H<sub>1</sub>: There is significant positive relationship between training and development and job satisfaction.

### **2.4.2 Performance Appraisal and Job Satisfaction**

Motivated employees are delighted, committed and productive. Performance appraisal played a role which can motivate the employee (Coleman, 2010). When an employee received a high quality appraisal experience, they will tend to feel satisfied to their job and task given.

A study revealed the potential relationship between characteristics of the appraisal process and the resulting level of job satisfaction of salesperson (Pettijohn, et al. , 2001). The findings have denoted that if management wants its employees to be satisfied the more professional management may be required and helpful. Furthermore, the results revealed that when the employees fully understand the criteria used for performance appraisal evaluation, agree with the criteria used, feel that the results of the evaluation have an impact on their level of

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compensation, and believe that the appraisal process is fair then the employees will experience the greatest levels of satisfaction.

Besides that, a study has done to scrutinize the effects of perceptions of performance appraisal politics on job satisfaction and turnover intention. The results showed that the employees experienced reduced job satisfaction when they perceived performance ratings to be manipulated for affective reasons such as personal liking and for the purpose of punishing employees (Poon, 2004). Moreover, these perceptions by the employees do influence them to quit their job, indirectly through reduced job satisfaction.

H<sub>0</sub>: There is no significant positive relationship between performance appraisal and job satisfaction.

H<sub>1</sub>: There is a significant positive relationship between performance appraisal and job satisfaction.

### **2.4.3 Compensation and Job Satisfaction**

Empirical evidence has been found for the relationship between compensation and job satisfaction of employees. Compensation is often viewed as employer's design of the various pay system to employees who perform their job or service (Heneman & Werner, 2005).

Rewards are also termed as the need of an employee because when reward is linked with the employee's desire it will motivate him/her to a very high level (Kalleberg, 1971). If the employees are compensated well, they will directly increase the productivity of organization.

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Highly motivated employees will create a competitive advantage through the effectively compensation of the employees. It means that, compensation has the ability to enable the consistent, reliable and standardized compensation processes that is linked to individual and organizational performance driver to increase job satisfaction of employees and productivity of an organization. Also, past studies have demonstrated a positive link between reward practice to job satisfaction. For example, rewards are positively linked to employee job satisfaction (Gerald & Dorothee, 2004).

H<sub>0</sub>: There is no significant positive relationship between compensation and job satisfaction

H<sub>1</sub>: There is significant positive relationship between compensation and job satisfaction.

#### **2.4.4 Benefits and Job Satisfaction**

According to Kamal and Hanif (2009), benefit is one of the important elements of job satisfaction. Besides that, there are few journals stated that benefit is the major impact on job satisfaction. And also benefit is the primary factor for job satisfaction (Saif-ud-Din, Khair-uz-Zaman, & Nawaz, 2010).

In addition, Steijin (2002) assessed the relationship between the benefits and job satisfaction of Dutch public workers. The results of this study indicats that there is a positive relationship exists between benefits and job satisfaction of employees. Other than that, Bradley, Petrescu and Simmons (2004) conducted a studied of the

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human resource management practices on employee's job satisfaction. The finding has showed that there is a positive relationship between the benefits and job satisfaction.

Furthermore, another study conducted on the impact of benefits over job satisfaction, the result revealed that the more the benefits to the salespeople, the higher the job satisfaction of the employees (Tulin & Ural, 2008). Perez and Anton (2005) conducted a studied which is concerned on the factors that may affect to the job satisfaction of sales managers. The result of this research showed that benefit is the critical determinants of sales managers' job satisfaction.

Other than that, according to Abdulla, Djebarni and Mellahi (2011) stated that benefit is the most powerful determinant of job satisfaction. This is because employees feel that benefits are able to provide them a strong sense of security. Generally, the more the benefits employees receive, the higher of job satisfaction they are.

H<sub>0</sub>: There is no significant positive relationship between benefits and job satisfaction.

H<sub>1</sub>: There is a significant positive relationship between benefits and job satisfaction.

### **2.4.5 Safety and health and Job Satisfaction**

Occupational safety and health can influence the job satisfaction of employees, whether in physical or psychological (Kilic & Selvi, 2009). The higher risk of

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occupational safety will reduce the employees' job satisfaction (Kilic & Selvi, 2009).

The occupational safety includes the employment security. The high level of job security can increase the job satisfaction of employees in order to improving the loyalty of employees (Zacharatos & Barling, 2005). The occupational health includes the ill health. Occupational stress is one of the factors that will cause a bad impact on well-being, whether is physical or psychological. It increases the turnover rate and poor performance of employees (Lo & Lamm, 2005).

Nowadays, many employees face the problem on work and family balance. So, the balance of work and family can improve the job satisfaction of employees. The stress of some employees is not only come from work, it comes from family too. So, employers support the work and family balancing of employees that can reduce the risk of injuries and increase the safety participation of employees (Hammer, n.d).

H<sub>0</sub>: There is no significant positive relationship between safety and health and job satisfaction.

H<sub>1</sub>: There is a significant positive relationship between safety and health and job satisfaction.

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### **2.4.6 Human Resource Management Practices and Job Satisfaction**

In some of the studies, we can see that job satisfaction is identified as a mediating variable on the relationship of human resource practices and organizational performance (Guest, 2002). Besides that, many of the scholar and practitioners said that well human resource practices will lead to a higher level of job satisfaction (Appelbaum, 2002).

The impact of human resource practices on job satisfaction is likely to have a positively relationship with some of the aspect of job satisfaction. According to Cartwright and Holmes (2006), some authors have pointed to the critical role of human resource management policies like work practices, on employees' ability to derive a sense of meaning from work and to achieve satisfaction with work itself (Cartwright & Holmes, 2006). Human resource management practices like upward communication systems, teamwork and problem solving group that given employees opportunities and autonomy to contribute in decision making, this type of human resource management practice are expected to have a positive influence on some of the aspect of job satisfaction.

Besides that, a study conducted by Edgar and Geare (2005) has revealed that human resource management practices will influence on employee attitudes such as organizational commitment, job satisfaction and organizational fairness in New Zealand. The result showed that human resource management practices have a significant relationship with job satisfaction, organizational fairness and organizational commitment.

In addition, Yu and Egri (2005) indicated that human resource management practices are positively influence on the commitment of employees in Chinese

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firms. A study conducted by Petrescu and Simmons (2008) showed that there are some human resource management practices had a significant impact on raising workers' job satisfaction in United Kingdom. Other studies have found that some element of human resource practices implemented together can lead to a higher level of job satisfaction (Boselie & Van der Wiele, 2002).

However, some authors have argued that human resource management practices would bring to higher level of stress in the workplace. It may also bring the impact on extrinsic aspect of job satisfaction which included satisfaction with pay (Marchington & Wilkinson, 2005). For example, a worker who receives high pay can increase his job satisfaction but may also bring him to a higher level of stress as the higher pay receive, the performance of job should be improve.

Furthermore, human resource management practices have a positive relationship on the employee job satisfaction from Dutch public sector whereas the characteristics of individual had insignificant impact on job satisfaction (Steijn, 2004). Examples for individual characteristics are gender, age and education level. This study revealed that human resource management practices is associated with a higher degree of workplace trust, commitment, job satisfaction, effort and perceived organizational performance in United Kingdom.

In contrast, some authors have indicated that implementation of human resources management practices would have higher levels of work intensity but lower levels of job satisfaction in Britain (Green, 2006). Other than that, according to Appelbaum (2002), human resource management practices adopted as a 'high performance work system', the result showed that it is not primarily designed to higher levels of job satisfaction. However, it can bring the impact on individual facet of job satisfaction such as satisfaction with pay or sense of achievement.

H<sub>0</sub>: There is no significant positive relationship between human resource management practices and job satisfaction.

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H1: There is a significant positive relationship between human resource management practices and job satisfaction.

## **2.5 Conclusion**

From the second chapter above, six main hypothesis have formed. Six of these hypothesis are used to examine whether there are significant relationship among independent variables which included training and development, performance appraisal, compensation, benefit, and safety and health.

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## **Chapter 3 : Research Methodology**

### **3.0 Introduction**

This chapter reviews the method used to examine the relationships between the dependent variables and the independent variables, which is the impact of human resource management practices on job satisfaction in hotel industry. Therefore, this chapter shows how the research is carried out in terms of the data collection methods, research design, research instrument, construct measurement, sampling design, data processing and data analysis. In further chapter, practice of this research will be explained. 384 questionnaires were distributed to our targeted respondents and collected back for this research project.

### **3.1 Research Design**

The master plan which portrays in research design is specifying the procedures and methods for collecting and analyzing the needed information (Zikmund et al., 2010). It is a framework that plans the actions for the research project and to guide us in solving problems as well. Due to the large number of respondents who have participated, quantitative research has been used to conduct this research study. The evidence is evaluated, and hypotheses are generated.

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Researchers need to distribute the questionnaire to respondents to make conclusion in a quantitative study. Data is collected by using causal research form, structure form and results which are objective and less researcher observe involved as according to Zikmud et al. (2010). In addition, quantitative method is in used due to its suitability in wider population which the research covered rather than qualitative method where a small sample is used and involves interview which is time consuming. Therefore, due to its advantage our group has adopted quantitative research as it uses questionnaire to understand about the impact of human resources practices affect job satisfaction in hotel industry. Quantitative data is more efficient and able to analyse the hypotheses, thus, it can be effective tool in our research to evaluate the employee's job satisfaction.

Descriptive research and causal research are the two research designs that we have used in this research.

Descriptive research design as the term implies, is to describe characteristics of a population or phenomenon. Descriptive research look forward to determining the answers to who, what, when, where, and how question. It engages large samples which are used to define opinions, attitude or behaviors that are observed and measured in particular situation. Descriptive research focus in describing a particular situation and giving answer like what is happening and what has happened. Descriptive research is used to decide the impact of human resource management practices on job satisfaction in hotel industry.

For causal research, we have used this research design with the intention of obtaining evidence to examine the hypotheses of the cause-and-effect relationship between the dependent variable and the independent variables that we have recognized. The essential elements of causation are that A "produces" B or A "forces" B to occur (Rubin, 2008). This research aids in determining the impact of human resource management practices on job satisfaction in hotel industry.

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## **3.2 Data collection methods**

Data is the information gathered from the respondents or through any other source that is useful and relevant to the research topic that has conducted by the researcher. Data collection is an essential aspect of any type of research study. Inaccurate data collection can lead to incorrect results of a study and ultimately lead to invalid results. In this research, we use two methods to collect our data which are primary data and secondary data.

### **3.2.1 Primary data**

Primary data is the data observed or gathered directly from first-hand experience. Primary data has not been published yet and is more authentic, reliable, and objective. Primary data is pure that has not been changed or altered by human beings, therefore its validity is greater than secondary data.

Primary data is the data gathered and assembled specifically for the project on hand as according to Zikmund (2003). Business problems can be specifically solved by using survey, observation and experimental research conducted by getting the relevant information from the target population as sample.

We have used questionnaire surveys as our main sources of data collection method for our research. Zikmund (2003) affirmed that a survey is a research technique using questionnaire to collect information from a sample of people. A

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questionnaire is a reformulated written set of questions to get answers from the respondents, usually within rather closely defined alternatives (Sekaran & Bougie, 2010).

### **3.2.2 Secondary data**

Secondary data is those data collected through such existing sources as according to Sekaran and Bougie (2010). In other words, the data is already existed and researcher does not have to collect the data anymore. We will answer the research question by using both primary and secondary data. In this research, the secondary data is based on magazines, internet, reference book, articles and journals. Gathering information by using secondary data is much more convenient than primary data.

Secondary data are data that have been previously gathered for some purpose. Most of the data are gathered through online academic database such as ProQuest, Jstor, Scopus, Science Direct and so on. Besides that, we also use search engine like Yahoo, Google and MSN to gather relevant information.

## **3.3 Sampling Design**

A method to narrow down the size before any data is gathered to acquire a sample from a given population.

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### **3.3.1 Target Population**

It would be timely and costly for us to target the whole market as a whole; hence the employee and someone who actually perform their job in hotel industry will be our target population. However, hotel employees will be our main indicator of this research. There are around 500 hotels in Kuala Lumpur, Penang and Johor Bahru (tripadvisor, n.d). According to the simplified decision model developed by Krejcie and Morgan (1970) in the sample size (Sekaran & Bougie, 2010), as our total number of employees within Kuala Lumpur, Penang and Johor are estimated 50000 employees, thus the recommended sample size is 384 employees. With the 95% confidence level and +/-5% margin of error, 450 sets of questionnaire has been distributed to our respondents due to the possibilities of the occurrence of unused data.

### **3.3.2 Sampling Frame and Sampling location**

In our research, we will distribute a total of questionnaires which we have prepared early to hotel employees in Kuala Lumpur, Penang and Johor Bahru. The purpose of the different location chosen is because we want to acquire more precise results.

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### **3.3.3 Sampling Elements**

The employees in hotel industry will take part in our study. The respondents who participate in our study come from different departments such as food and beverage, management, customer services and others. These respondents will provide their experience and knowledge to our research.

### **3.3.4 Sampling Technique**

Sampling method is a method for investigating a whole population and it includes of probability and non-probability samples. Probability samples are selected to be representative of the population. However, non-probability is a sampling technique in which units of the sample are selected on the basis of personal judgment or convenience.

There are four types of probability sampling techniques; one of them is simple random sampling and it will be the sampling technique in our research. All the questions in questionnaire are set in basic language so that can be easily to understand by anyone. With this simple random sampling, we are trying to require the respondent that who are willing to answer the questionnaire for this research. For those targeted respondents, they can answer the questions quickly due to the setting of the question is easy to understand, then we able to collect it right after they answered it.

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### **3.3.5 Sampling Size**

We distributed total of 450 questionnaires to employees in hotel industry who work in hotel located in Peninsular Malaysia. The sample size for this research will be 384 of respondent of Penang, Kuala Lumpur and Johor Bahru. The survey was conducted from 1 December, 2012 to 1 February, 2013

## **3.4 Research Instrument**

### **3.4.1 Questionnaire Design**

We are using closed-ended or structured question in our questionnaire in order to ease the process of analyzing the data from respondent. The questionnaire able to distributed to a larger population in a shorter period of time and increase the speed and accuracy of recording. The questionnaire used was adopted and modified from other researcher paper.

The questionnaire consists of 31 questions and divided into 2 sections which are part A and B. There are 25 questions in section A and measured by five point Likert scales which is used to obtain the respondents preferences or degree of relation agreement. Respondents commonly choose from five alternatives, which are rated from 1- 5: 1- strongly disagree, 2-disagree, 3-neutral, 4- agree, 5-

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strongly agree. The purposes of this section A designed are test for the dependent and independent variable. In part 1 there are 4 questions that we used to measure the job satisfaction of employees in hotel industry toward training and development, performance appraisal, compensation, benefit, safety and health.

Other than that, there are 21 questions to measure the independent variables. Each independent variable consists of 4-5 questions which involve 5 questions for training and development, 4 questions for performance appraisal, 4 questions for compensation, 4 questions for benefit and 4 questions for safety and health. Part 2 questions are to measure training and development which clarify the training and development provided for employees. The part 3 regarding to performance appraisal variable and the questions will help us to find out how performance appraisal in hotel industry impacts the employees. Part 4 is used to measure how the compensation affects employee job satisfaction. Part 5 is used to measure the benefit to level of employee's job satisfaction. The last part which is part 6 is use to measure how safety and health in workplace to affect job satisfaction of employees.

There are 6 questions in Section B. The purpose of this section designed is to gather the demographic and personal information from the respondents in hotel industry. Section B collects the respondent's demographic information which consists of elements such as gender, age, service length, number of job quit, education qualification and working department. The questions in this section were design by using nominal and ordinal scale.

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### **3.4.2 Pilot Test**

Pilot test refers to the collection of data from questionnaire of research project. It also serves as a guide to the larger study. We send our questionnaires to respondents who are working at the hotel industry randomly.

The pilot test is often conducted prior to the distribution of actual surveys. The reason of pilot test conducted is because it mainly figures out the major or minor errors of the questionnaire that has been neglected initially. Other than that, the pilot test is used to check accuracy, reliability and validity of the questionnaires.

In our research, we use 30 sets questionnaires to conduct pilot test. Then, we use Statistical Package for Social Sciences (SPSS) software to test the reliability and validity of the result. The result can provide a clear picture of the respondents and lead to more reliable result. If the reliability of the result is low, we have to re-draft the questionnaires and find more questions which are suitable for our targets respondents. After that, we will perform re-test actions until we obtain the reliable results.

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**Table 3 :1 Alpha Coefficient**

Variable	Cronbach's Alpha	Sum of item
Job Satisfaction	0.888	4
Training and Development	0.894	5
Performance Appraisal	0.857	4
Compensation	0.826	4
Benefits	0.790	4
Safety and Health	0.926	4

Source: Developed for the research

### **3.5 Construct Measurement**

The concept of measurement involves assigning numbers to a variable based on particular rules and achieved through the use of scale (Hair et al., 2011). According to Hair (2011), a scale is to distinguish the variables of interest to the study. Four levels of measurement that can be represented by different types of scales which are nominal, ordinal, interval and ratio. Variables measured at the nominal or ordinal level are discrete and referred to as either categorical or non metric. Whereas, variables measured in interval or ratio level are continuous and referred to as either quantitative or metric (Hair et al., 2011). Our study involves nominal scale, ordinal scale and ratio scale as scaling technique.

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### **3.5.1 Nominal Scale**

According to Stevens (1946), nominal scales represent the most unrestricted assignments of numerals. Purpose of nominal scale is to assign a value to an object for identification or classification. The scale can only be used in term of numbers or labels and words or letters. Cooper and Schindler (2003) indicate that the term ‘nominal data’ refers to information on a variable that naturally or by design can be grouped into two or more categories that are mutually exclusive and collectively exhaustive which means every category must be different and all possible categories must be included. Data analysis is restricted mostly to count of the number of responses in each category and calculation of the mode or percentage for a particular question (Hair et al., 2011). For example, we used code numbers of 1 and 2, to identify an individual’s gender or ethnicity for the questionnaire.

### **3.5.2 Ordinal Scale**

An ordinal is a ranking scale which contains nominal properties. However, it does not show the value of the interval between the rankings. Besides, ordinal scale allow thing to be arranged based on how much of concept they possess, it also rank-orders the categories in some meaningful way. Furthermore, ordinal scale would use non-parametric statistics which include median, mode, spearman rank order correlation and non-parametric analysis of variance (Hair et al., 2011). According to Hair et al., this scale enables the researcher to determine if an object has more or less of a characteristic than some other object.

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### **3.5.3 Interval Scale**

Interval scale is carried out by using the Likert-scale (Hair et al., 2011). It divided into five options and each option has a label. A common form is an assertion, with which the person may agree or disagree to varying degrees. According to Zikmund et al. (2009), an interval scale is a scale that not only arranges objects, people or places according to their magnitude in a certain order, but also distinguishes this ordered arrangement in units of equal intervals. Zikmund et al. (2009) also indicate that interval scale has both nominal and ordinal properties, but capture information about differences in quantities of a concept. An interval scale does not have a true zero. For example: 1 – strongly disagree, 2 – disagree, 3 – neutral, 4 – agree, 5 – strongly agree.

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### 3.5.4 Origins of Source of Measurement

Table 3.2: original sources of measurement

Construct	Adapted from	No. of item
Job Satisfaction	D'Abate et al.'s , 2009	4
Training and Development	Edgar & Geare, 2005	5
Performance Appraisal	Chang, 2005	4
Compensation	Balkin & Gomez-Mejia, 1990	4
Benefit	Lucero & Allen, 1994	4
Safety and Health	Edgar & Geare, 2005	4

Table 3.3: Categories of Questionnaires

Construct	Sample Item
Job Satisfaction	<ol style="list-style-type: none"><li>1. Generally speaking, I was very satisfied with my job.</li><li>2. I am generally satisfied with the kind of work I did in my job.</li><li>3. I believe that if any of my colleagues were to take up the same work I had, they would find this work meaningful.</li><li>4. I believe that if any of my colleagues were to take up the same work I had, they would have thought of quitting.</li></ol>
Training and Development	<ol style="list-style-type: none"><li>1. My employer encourages me to extend my abilities.</li><li>2. This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.</li><li>3. I get the opportunity to discuss my training requirements with my employer.</li><li>4. My work pays for any work-related training I want to undertake.</li><li>5. This organization is committed to the training of its employees.</li></ol>

Performance Appraisal	<ol style="list-style-type: none"> <li>1. Performance appraisals are based on objectives.</li> <li>2. Performance appraisals are based on quantifiable results.</li> <li>3. The company has provided enough information regarding specific methods of the performance evaluation system</li> <li>4. Employees are allowed to formally communicate with supervisors regarding the appraisal results.</li> </ol>
Compensation	<ol style="list-style-type: none"> <li>1. My company is committed to a merit pay system.</li> <li>2. In my company, pay raises are determined mainly by an employees' job performance.</li> <li>3. Pay incentives such as bonus is an important part of the compensation strategy in this company.</li> <li>4. In my company, promotion is based primarily on merit.</li> </ol>

Benefit	<ol style="list-style-type: none"> <li>1. Emphasis is given on the maintenance of core benefits.</li> <li>2. Emphasis is given on wellness programs.</li> <li>3. Trade-off unused benefits for pay.</li> <li>4. My employer encourages employee participation in benefits decision making.</li> </ol>
Safety and Health	<ol style="list-style-type: none"> <li>1. My working conditions here are good.</li> <li>2. My health has not suffered as a result of working for this organization.</li> <li>3. I always feel safe working here in these conditions.</li> <li>4. This organization ensures the wellbeing of its employees.</li> </ol>

Source: Developed for the research.

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## **3.6 Data Processing**

### **3.6.1 Questionnaire Checking**

The purpose of questionnaire checking is to identify the error to ensure that there is free error in questionnaire. The questionnaire checking includes few processes. The first step is checking the completeness and the quality of interview when the questionnaires had been done and returned. The reason of processing this step is to detect the existed problem in order to make correction before completing the survey. Questionnaire checking can detect the problem in pilot test and survey can be conducted after correcting error (Malhotra & Peterson, 2006).

### **3.6.2 Data Editing**

Data editing is the second process of checking mistake during the activities of collecting data, whether the mistake is made by the interviewer and the respondent. After processing questionnaire checking, implementing the data editing (Hair, Bush, & Ortinau, 2006). The reason of processing this step is to review the questionnaire and increase the accuracy. The incomplete answer and unanswered questions are treated as poor recorded responses. Those incomplete or missing questionnaires must be removed, because they will affect the accuracy of result.

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### 3.6.3 Data Coding

Data coding is the process of assigning a code to each choices in each questions. Besides that, there are many kinds of codes are assigned to represent the different questions in questionnaire. After the whole questionnaire is completed, processing the data coding. A code is allocated with numerical value to each question in the survey instrument (Hair, Bush & Ortinau, 2006).

Section A of the questionnaire is the questions related to the job satisfaction. The responses will be coded according the level of agreement. The “1” represents “strongly disagree”, “5” represents “strongly agree”. The higher level of agreement, the represented numerical value is larger.

Section B of the questionnaire is the questions related to construct measurement. It includes the independent variables such as training, reward, performance appraisal, benefit and safety and health. The responses will be coded according the level of agreement. The “1” represents “strongly disagree”, “5” represents “strongly agree”. The higher level of agreement, the represented numerical value is larger.

Section C of the questionnaire is about the demographic information of respondents. For example, “1” represent “male”, “2” represent female.

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### **3.6.4 Data Transcribing**

According to Malhotra and Peterson (2006), data transcribing is the questionnaires are transcribed by key to transform data into computer. After collected the questionnaires, we key in the information into SPSS (Statistical Package for the Social Sciences) to fulfill the analysis purpose.

### **3.6.5 Data Cleaning**

Data cleaning is the process to make the data clean, means that to implement consistent checking and solve the problem of missing responses. Checking and verifying the raw data to ensure data are correctly key into computer from the questionnaire. After data transcribed, data cleaning is needed. The difference between checking data at data cleaning and data editing is data cleaning is more detail and has wider range than data editing. The purpose of making a consistency checking in SPSS system is to identify data which have extreme value, logically inconsistent or out-of- range (Malhotra and Peterson, 2006).

## **3.7 Data Analysis**

After all the data from survey questionnaire have been collected, researchers will start to analyze and interpret the data by using a computer software program which is Statistical Package for Social Science (SPSS). Therefore, the analysis is done as below:

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### **3.7.1 Descriptive Analysis**

Descriptive analysis is the statistics that can be represented as the information about a population or sample (Zikmund, 2003). Besides that, descriptive analysis can also be defined as the raw data transform into a form that easy to understand, then rearranging, interpreting, ordering and manipulating data to structure descriptive information (Groenewald, 2010).

There are few ways to summarize the data which are calculating the average, percentage and frequency distribution. In this research, we would use frequencies and percentages of tables and graphics to describe the descriptive statistics. In addition, the fields will be tested in this research included age, gender, education level, marital status, role in organization, and monthly income. These fields could bring a significant impact on the job satisfaction of employees in hotel industry.

### **3.7.2 Reliability Test**

In this research study, reliability can be defined as the result is an accurate representation of total population and also the results are consistent over the time (Golafshani, 2003). For instance, if the results able to be remake under a same methodology, it can show that the research instrument is reliable. Besides that, according to DeCoster (2004), reliability is used to determine whether the variability in the observed scores can be represents variability in underlying true score.

SPSS software provides a measurement of internal consistency which is Cronbach's Alpha. The greater the value alpha, the higher of correlation among variables. In order to get a perfectly reliable, the reliability ranges would be dictating from 0 to 1, while the reliability range with more than 0.7 is preferable.

Based on the George and Mallery (2003), if the Alpha value greater than 0.9 is excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is considered as questionable, greater than 0.5 is poor and smaller than 0.5 is considered as unacceptable. Furthermore, once a particular item has been removed from consideration, it is a good measure of item's contribution to the performance of the entire test assessment.

Table 3.4 : Reliability Range

<b>Alpha</b>	<b>Reliability</b>
>0.9	Excellent
0.8 < 0.9	Good
0.7 < 0.8	Acceptable
0.6 < 0.7	Questionable
0.5 < 0.6	Poor
< 0.5	Unacceptable

Sources: Hair, J. F. Jr., Babin, B., Money, A. H., & Samouel, P. (2007). *Essential of business research methods*. New Jersey: John Wiley & Sons.

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### **3.7.3 Inferential Analysis**

Inferential analysis refers to make inferences from samples which they have been drawn within population (Hossein, 1996). Besides that, if there is any inferred conclusion has been drawn, it must be showed in probabilistic term. Inferential statistics can also be explain a phenomenon or check the validity of a claim. In our study, we will focus on two techniques which are Pearson correlation coefficient analysis and multiple regressions analysis.

#### **3.7.3.1 Pearson Correlation Coefficient Analysis**

Pearson correlation coefficient analysis can be used to measure the strength and direction of linear relationship between two variables. It is also describes the degree of a variable related to others (Zikmund, 2003).

The value of Pearson correlation coefficient is from -1 to +1. When the Pearson correlation coefficient value is +0.1, it is showed that the variables are perfectly linear related by increasing relationship. When the Pearson correlation coefficient value with -1, it is showed that the variables are perfectly linear related by declining relationship. However, a zero value showed the variables are not linear related with each other.

R<sup>2</sup> defined as the coefficient of determination which can be provides the information about the variation proportion in the dependent variable with the variation in independent variables. In our research study, Pearson correlation analysis is used to determine the correlation between the independent variables

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(Training, Reward, Performance appraisal, Benefits, and Working condition) and dependent variable ( Job satisfaction).

Table 3.5: Pearson Correlation Coefficient

<b>Coefficient range</b>	<b>Strength</b>
+0.91 to +1.0	Very Strong
+0.71 to +0.90	High
+0.41 to +0.70	Moderate
+0.21 to +0.40	Small but definite relationship
0 to +0.20	Slight, almost negligible

Source: Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business. Chichester. West Susseex: John Wiley & Sons, Inc.*

### **3.7.3.2 Multiple Regression Analysis**

Multiple regressions can be defined as a set of independent variables which describe the variance proportion in a dependent variable at a significant level and hence set up the relative predictive importance of independent variables. Besides that, by using hierarchical regression, we can determine the variance of dependent variable which can be explained by a set of independent variables.

According to Garson (2010), the higher value of the correlation, the closer the scores will fall to the regression line. After that, it would yield a more accurate prediction. Associated with multiple regression is multiple correlations (R<sup>2</sup>), it is

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meaning that the dependent variable's variance (%) can be explained by all of the independent variables.

For our research study, the independent variables are training and development, compensation, performance appraisal, benefits and safety and health whereas dependent variable is job satisfaction. In this case, we would collect data on all of these variables to investigate which of these independent variables are most significantly affected on job satisfaction.

### **3.8 Conclusion**

As a conclusion, in this chapter we discussed about the general idea of the research methodology. Furthermore, we have briefly describes how the research is carried out in term of research design, data collection methods, sampling design, measurement scale, data processing and method of data analysis. The questionnaire is distributed according to the sample size that has been set. The entire questionnaire is distributed to the staff at front office and back office in hotel. The data has been gathered by going through several processes before it is being analyzed. After the data has been analyzed,we found that all the information can serve as a foundation for us to establish the validity of the hypotheses and come out the result as discuss in chapter 4.

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## **Chapter 4 : Research Results**

### **4.0 Introduction**

The rationale of this chapter is to analyze, interpret and summarize the result of our research after the data has been collected. SPSS (Statistical Package for Social Science) software is used to analyze the analytical tool for our study to interpret the research finding. There are several analysis involved in the chapter which included reliability analysis, descriptive analysis, multiple regression analysis and Pearson's correlation analysis.

In this chapter, the results of 384 sets of questionnaires were being analyzed. This chapter will state the quantitative research findings of the research investigating the impact of human resource practice on job satisfaction in hotel industry.

Frequency of respondents' answer in the questionnaire is found by using descriptive analysis followed by the scale measurements which provide the result of reliability analysis. Apart from that, the last section in this chapter will be involved with inferential analysis which included multiple regression analysis and Pearson's correlation analysis. Pearson's correlate ion analysis is being used to determine the relationship between each dependent variable and the independent variables. Besides that, examination of the relationship of independent variables on dependent variable simultaneously is dependent on multiple regressions. In order to provide clearer information to the readers tables, bar charts and pie chart were used to present the result.

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## **4.1 Descriptive Analysis**

In this section, we analyze respondents' demographic information by using frequency analysis. It's included gender, age, respondents' working department, number of job quit, respondents' service length in current company and education level. In order to obtain this data, we have included the demographic profile at the section B of the questionnaire. Below are the results of the frequency analysis.

### **4.1.1 Respondent Demographic Profile**

This section explains the demographic data of gender, age, respondents' working departments, number of job quit, respondents' service length in current company and education level.

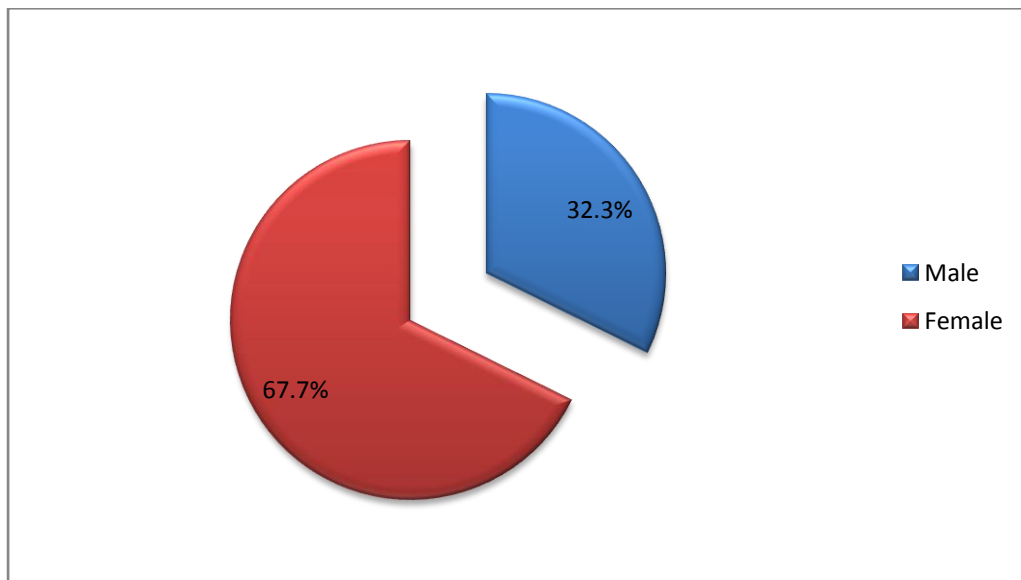
### 4.1.1.1 Gender

Table 4.1: Statistics of Respondents' Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	124	32.3	32.3	32.3
Female	260	67.7	67.7	100.0
Total	384	100.0	100.0	

Source: Developed for the research

Figure 4.1: Statistics of Respondents' Gender



Source: Developed for the research

Based on table 4.1 figure 4.1, there are 124 male respondents and 260 female respondents from the 384 set of questionnaires that had distributed. The result shows that among 384 respondents, there are 32.3% of the respondents are male and 67.7% are female which are majority in the gender category.

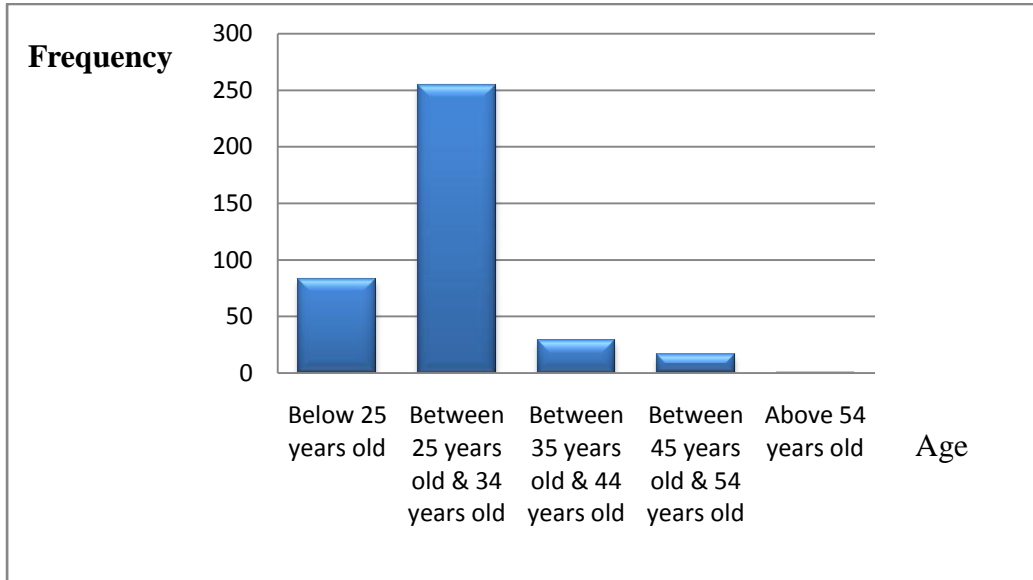
#### 4.1.1.2 Age

Table 4.2: statistics of Respondents' Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25 years old	83	21.6	21.6	21.6
Between 25 years old and 34 years old	255	66.4	66.4	88.0
Between 35 years old and 44 years old	29	7.6	7.6	95.6
Between 45 years old and 54 years old	16	4.2	4.2	99.7
Above 54 years old	1	.3	.3	100.0
Total	384	100.0	100.0	

Source: Developed for the research

Figure 4.2: Statistics of Respondents' Age



Source: Developed for the research

Table 4.2 and figure 4.2 show the age group of respondents in the survey. The result shows that the largest age group of respondents is between 25 years old and 34 years old which contributes 66.4%, consists of 255 respondents. This follow by 21.6% second largest age group of respondents are below 25 years old which are 83 respondents. The respondent from the age group 35 years old and 44 years old contributes 7.6% which are 29 respondents. The respondent from the age group 45 years old and 54 years old contributes 4.2% which are 16 respondents. The respondent are above 54 years old contributes 0.3% which are 1 respondent. Overall, there are 384 respondents who assist in completing this survey.

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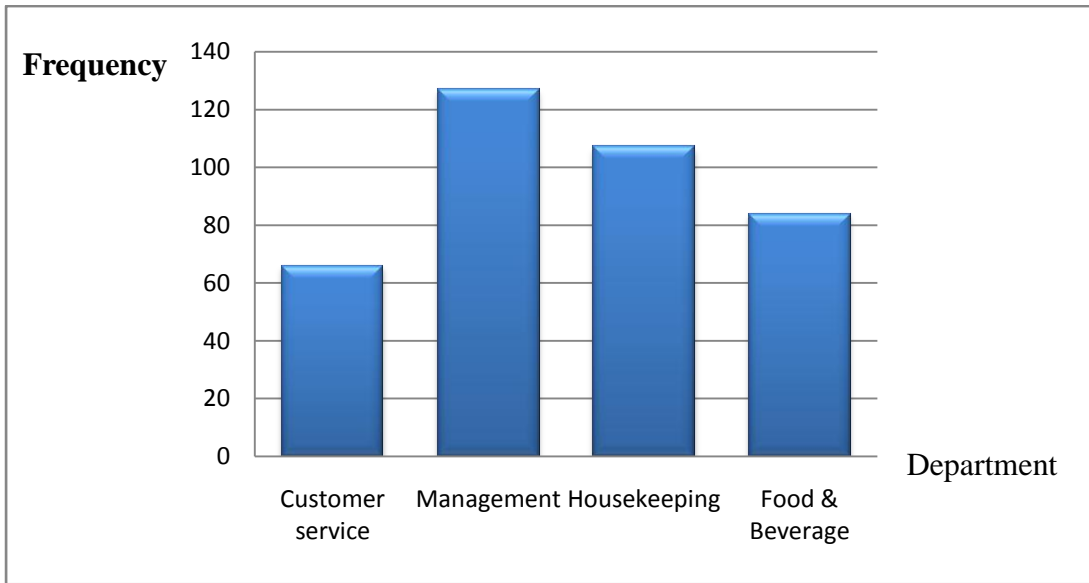
### 4.1.1.3 Working Department

Table 4.3: Statistics of Respondents' Working Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Customer Service	66	17.2	17.2	17.2
Management	127	33.1	33.1	50.3
Housekeeping	107	27.9	27.9	78.1
Food and Beverage	84	21.9	21.9	100.0
Total	384	100.0	100.0	

Source: Developed for the research

Figure 4.3: Statistics of Respondents' Working Department



Source: Developed for the research

For working department group, we have of 4 major departments in hotel industry. Table 4.3 and Figure 4.3 show that there are 33.1% of the respondents which consist of 127 respondents work at management department. It followed by 27.9% of the respondents at housekeeping department which at 107 respondents. There are 21.9% of the respondents are food and beverage department, which are 84 respondents and 17.2% of the respondents are customer services which are 66 respondents.

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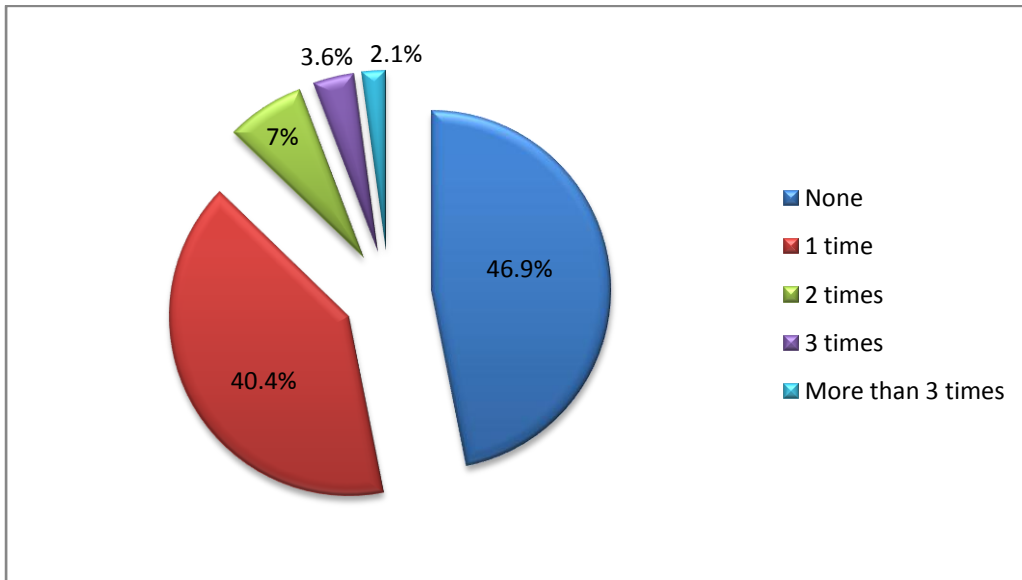
#### 4.1.1.4 Number of Job Quit

Table 4.4: Statistics of Respondents' Number of Job Quit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid None	180	46.9	46.9	46.9
1 time	155	40.4	40.4	87.2
2 times	27	7.0	7.0	94.3
3 times	14	3.6	3.6	97.9
more than 3 times	8	2.1	2.1	100.0
Total	384	100.0	100.0	

Source: Developed for the research

Figure 4.4: Statistics of Respondents' Number of Job Quit



Source: Developed for the research

Table 4.4 and figure 4.4 show the number of job quit in the last 5 years of respondents in the survey. The result shows that most of the respondents did not quit their job in last 5 years, which contributes 46.9%, consists of 180 respondents. This followed by 40.4% of respondents who quit job for 1 time in the last 5 years, which are 155 respondents. The respondent who quit job for 2 times in the last 5 years contributes 7.0% which are 27 respondents. The respondent who quit job for 3 times contributes 3.6% which are 14 respondents. Lastly, there are 8 respondents, which contribute 2.1% of overall, quit job in the last 5 years.

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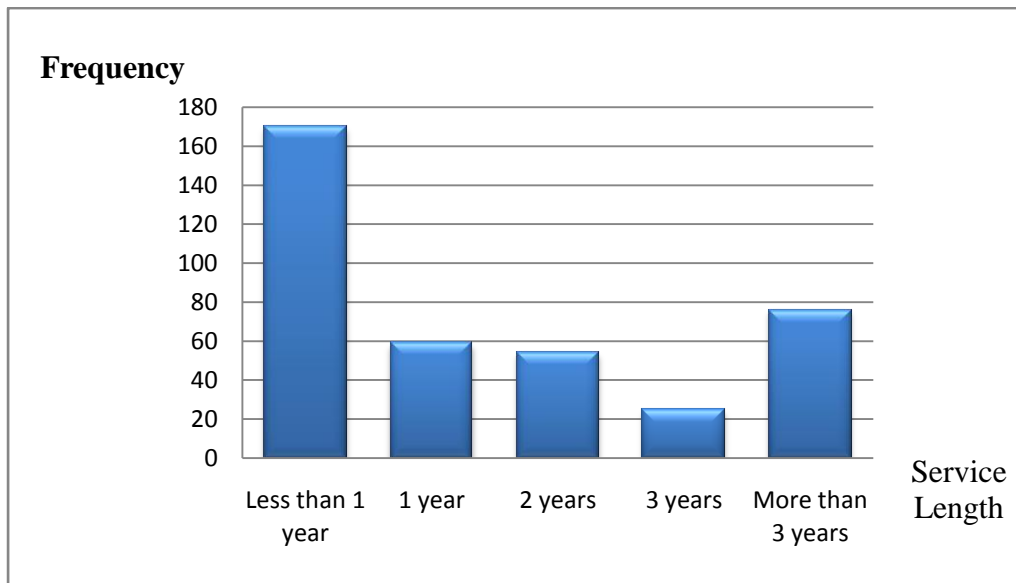
#### 4.1.1.5 Service Length

Table 4.5: Statistics of Respondents' Service Length in Current Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	170	44.3	44.3	44.3
1 year	59	15.4	15.4	59.6
2 years	54	14.1	14.1	73.7
3 years	25	6.5	6.5	80.2
More than 3 years	76	19.8	19.8	100.0
Total	384	100.0	100.0	

Source: Developed for the research

Figure 4.5: Statistics of Respondents' Service Length in Current Company



Source: Developed for the research

Based on the result at above, most of the respondents have just working for less than 1 year in current company, which are 170 respondents and consists 44.3% of the respondents. There are 15.4% of respondents have working for the current company for 1 year which consists of 59 respondents. Besides, there are 14.1% of the respondents have working 2 years in current company which are 54 respondents. This follows by 19.8% of respondents which consists of 76 of respondents who work or current company for more than 3 years. While only 25 respondents out of 384 have working for current company for 3 years which consists 6.5%.

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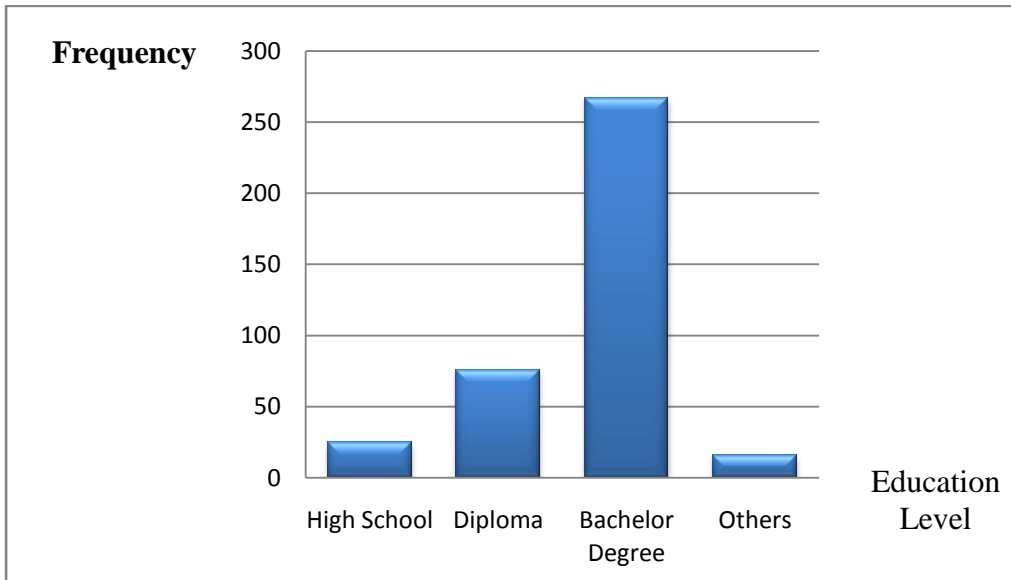
#### 4.1.1.6 Education Level

Table 4.6: Statistics of Respondents' Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High school	25	6.5	6.5	6.5
Diploma	76	19.8	19.8	26.3
Bachelor Degree	267	69.5	69.5	95.8
Others	16	4.2	4.2	100.0
Total	384	100.0	100.0	

Source: Developed for the research

Figure 4.6: Statistics of Respondents' Education Level



Source: Developed for the research

In the term of education level, there have 3 levels of qualification which are high school, Diploma, Bachelors' Degree and others. Table 4.6 and figure 4.6 show that there are 69.5% of the respondents which consists of 267 respondents are bachelor degree holder. It follows by 19.8% of the respondents are diploma holder, which consists of 76 respondents and 6.5% of the respondents are from high school, which are only 25 respondents out of 384. It followed by 4.2% which is 16 respondents out of 384 in other education level.

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## 4.1.2 Central Tendencies Measurement of Constructs

In this section, measurement of central tendencies is to show the mean value of five interval scale constructs. Total 25 items are measured using 5 point interval scale ranging from strongly disagree (SD) to strongly agree (SA) in SPSS.

### 4.1.2.1 Job Satisfaction

Table 4.7: Descriptive Statistics of Job Satisfaction

Statement	SD	D	N	A	SA	Mean	Ranking
Generally speaking, I was very satisfied with my job.	0.0	32.6	6.5	36.7	24.2	3.5260	3
I am generally satisfied with the kind of work I did in my job	0.0	27.3	15.9	35.7	21.1	3.5052	4
I believe that if any of my colleagues were to take up the same work I had, they would found this work meaningful.	3.4	24.0	10.4	35.9	26.3	3.5781	2
I believe that if any of my colleagues were to take up the same work I had, they would have	10.7	18.8	8.1	26.6	35.9	3.5833	1

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thought of quitting.							
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Source: Developed for the research

Table above compromised of four statements. The statement with the highest mean score is “I believe that if any of my colleague were to take up the same work I had, they would have thought of quitting.” with the score of 3.5833. This is a reverse question in questionnaire. So, majority of the respondents strongly disagree on this statement with the percentage of 35.9%. This is followed by 26.6% of respondents who disagree and 18.8% of respondents agree with this statement.

The statement with the second highest mean score is “I believe that is any of my colleague were to take up the same work I had, they would found this work meaningful” with the score of 3.5781. Majority of the respondents agree on this statement with the percentage of 35.9%. This is followed by 26.3% of respondents who strongly agree and 24.0% of respondents disagree with this statement.

The statement with the third highest mean score is “Generally speaking, I was very satisfied with my job.” with the score of 3.5260. Majority of the respondents agree on this statement with the percentage of 36.7%. This is followed by 32.6% of respondents who disagree and 24.2% of respondents strongly agree with this statement.

The statement with the last ranking mean score is “I am generally satisfied with the kind of work I did in my job.” with the score of 3.5052. Majority of the respondents agree on this statement with the percentage of 35.7%. This is followed by 27.3% of respondents who disagree and 21.1% of respondents strongly agree with this statement.

#### 4.1.2.2 Training and Development

Table 4.8: Descriptive Statistics of Training and Development

Statement	SD	D	N	A	SA	Mean	Ranking
My employer encourages me to extend my abilities.	3.4	14.1	1.6	62.8	18.2	3.7839	1
This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.	3.4	14.1	1.6	62.8	18.2	3.7839	1
I get the opportunity to discuss my training requirements with my employer.	0.0	19.5	42.7	16.4	21.4	3.3958	3
My work pays for any work-related training I want to undertake.	0.0	19.8	42.7	16.4	21.1	3.3880	4
This organization is committed to the training of its employees.	14.1	3.9	33.1	28.4	20.6	3.3750	5

Source: Developed for the research

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Table at above comprised of five statements. There are two statements with the highest mean score are “My employer encourages me to extend my abilities.” and “This organization has provided me with training opportunities enabling me to extend my range of skill and abilities.” with the score of 3.7839. Majority of the respondents agree on this statement with the percentage of 62.8% in both statements. This is followed by 18.2% of respondents who strongly agree and 14.1% of respondents disagree with both statements.

The statement with the second highest mean score is “I get the opportunity to discuss my training requirements with my employer.” with the score of 3.3958. Majority of the respondents felt neutral on this statement with the percentage of 42.7%. This is followed by 21.4% of respondents who strongly agree and 16.4% of respondents agree with this statement.

The statement with the third highest mean score is “My work pays for any work related training I want to undertake.” with the score of 3.3880. Majority of the respondents felt neutral on this statement with the percentage of 42.7%. This is followed by 21.1% of respondents who strongly agree and 19.5% of respondents disagree with this statement.

The statement with the last ranking mean score is “This organization is committed to the training of its employees.” with the score of 3.3750. Majority of the respondents felt neutral on this statement with the percentage of 33.1%. This is followed by 28.4% of respondents who agree and 20.6% of respondents strongly agree with this statement.

### 4.1.2.3 Performance Appraisal

Table 4.9: Descriptive Statistics of Performance Appraisal

Statement	SD	D	N	A	SA	Mean	Ranking
Performance appraisals are based on objectives.	0.0	21.1	18.2	33.6	27.1	3.6667	2
Performance appraisals are based on quantifiable results.	3.6	18.5	22.9	32.8	22.1	3.5130	3
The company has provided enough information regarding specific methods of the performance evaluation system.	1.8	19.3	13.5	35.4	29.9	3.7240	1
Employees are allowed to normally communicate with supervisors regarding the appraisal results.	8.9	16.1	18.0	34.9	22.1	3.4531	4

Source: Developed for the research

Table at above compromised of four statements. The statement with the highest mean score is “The company has provided enough information regarding specific methods of the performance evaluation system.” with the score of 3.7240. Majority of the respondents agree on this statement with the percentage of 35.4%.

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This is followed by 29.9% of respondents who strongly agree and 19.3% of respondents disagree with this statement.

The statement with the second highest mean score is “Performance appraisal is based on objectives.” with the score of 3.6667. Majority of the respondents agree on this statement with the percentage of 33.6%. This is followed by 27.1% of respondents who strongly agree and 21.1% of respondents disagree with this statement.

The statement with the third highest mean score is “Performance appraisal is based on quantifiable results.” with the score of 3.5130. Majority of the respondents agree on this statement with the percentage of 32.8%. This is followed by 22.9% of respondents who felt neutral and 22.1% of respondents strongly agree with this statement.

The statement with the last ranking mean score is “Employees are allowed to formally communicate with supervisors regarding the appraisal results.” with the score of 3.4531. Majority of the respondents agree on this statement with the percentage of 34.9%. This is followed by 22.1% of respondents who strongly agree and 18.0% of respondents felt neutral with this statement.

#### 4.1.2.4 Compensation

Table 4.10: Descriptive Statistics of Compensation

Statement	SD	D	N	A	SA	Mean	Ranking
My company is committed to a merit system.	0.8	25.3	9.9	44.0	20.1	3.5729	1
In my company, pay raises are determined mainly by an employees' job performance.	0.0	24.7	28.1	23.4	23.7	3.4609	2
Pay incentives such as bonus is an important part of the compensation strategy in this company.	0.0	27.3	28.4	21.6	22.7	3.3958	3
In my company, promotion is based primarily on merit.	10.2	18.8	15.4	38.8	16.9	3.3359	4

Source: Developed for the research

Table at above compromised of four statements. The statement with the highest mean score is “My Company is committed to a merit pay system.” with the score of 3.5729. Majority of the respondents agree on this statement with the percentage of 44.0%. This is followed by 25.3% of respondents who disagree and 20.1% of respondents strongly agree with this statement.

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The statement with the second highest mean score is “In my company, pay raises are determined mainly by an employees’ job performance.” with the score of 3.4609. Majority of the respondents felt neutral on this statement with the percentage of 28.1%. This is followed by 24.7% of respondents who disagree and 23.7% of respondents strongly agree with this statement.

The statement with the third highest mean score is “Pay incentive such as bonus is an important part of compensation strategy in this company.” with the score of 3.3958. Majority of the respondents felt neutral on this statement with the percentage of 28.4%. This is followed by 27.3% of respondents who disagree and 22.7% of respondents strongly agree with this statement.

The statement with the last ranking mean score is “In my company, promotion is based primarily on merit.” with the score of 3.3359. Majority of the respondents agree on this statement with the percentage of 38.8%. This is followed by 18.8% of respondents who disagree and 16.9% of respondents strongly agree with this statement.

#### 4.1.2.5 Benefit

Table 4.11: Descriptive Statistics of Benefit

Statement	SD	D	N	A	SA	Mean	Ranking
Emphasis is given on the maintenance of core benefits.	0.0	14.8	34.1	22.1	28.9	3.6510	3
Emphasis is given on wellness programs.	0.0	10.4	26.6	28.6	34.4	3.8698	1
Trade-off unused benefits for pay.	4.7	6.5	21.4	36.7	30.7	3.8229	2
My employer encourages employee participation in benefits decision making.	12.0	12.2	20.3	36.2	19.3	3.3854	4

Source: Developed for the research

Table at above compromised of four statements. The statement with the highest mean score is “Emphasis is given on wellness program.” with the score of 3.8698. Majority of the respondents strongly agree on this statement with the percentage of 34.4%. This is followed by 28.6% of respondents who agree and 26.6% of respondents felt neutral with this statement.

The statement with the second highest mean score is “Trade-off unused benefit for pay.” with the score of 3.8229. Majority of the respondents agree on this statement with the percentage of 36.7%. This is followed by 30.7% of respondents who strongly agree and 21.4% of respondents felt neutral with this statement.

The statement with the third highest mean score is “Emphasis is given on the maintenance of core benefits.” with the score of 3.6510. Majority of the respondents felt neutral on this statement with the percentage of 34.1%. This is followed by 28.9% of respondents who strongly agree and 22.1% of respondents agree with this statement.

The statement with the last ranking mean score is “My employer encourages employee participation in benefits decision making.” with the score of 3.3854. Majority of the respondents agree on this statement with the percentage of 36.2%. This is followed by 20.3% of respondents who felt neutral and 19.3% of respondents strongly agree with this statement.

#### 4.1.2.6 Safety and Health

Table 4.12: Descriptive Statistics of Safety and Health

Statement	SD	D	N	A	SA	Mean	Ranking
My working conditions here are good.	0.0	19.8	42.7	16.4	21.1	3.3880	2
My health has not suffered as result of working for this	14.8	7.0	33.1	31.2	13.8	3.2214	3

organization.							
I always feel safe working here in these conditions.	3.6	10.4	0.3	51.0	34.6	4.0260	1
This organization ensures the wellbeing of its employees.	15.4	14.3	19.8	33.9	16.7	3.2214	3

Source: Developed for the research

Table at above compromised of four statements. The statement with the highest mean score is “I always feel safe working here in these conditions.” with the score of 4.0260. Majority of the respondents agree on this statement with the percentage of 51.0%. This is followed by 34.6% of respondents who strongly agree and 10.4% of respondents disagree with this statement.

The statement with the second highest mean score is “My working conditions here are good.” with the score of 3.3880. Majority of the respondents felt neutral on this statement with the percentage of 42.7%. This is followed by 21.1% of respondents who strongly agree and 19.8% of respondents disagree with this statement.

There are two statements with the third highest mean score are “My health has not suffered as result of working for this organization.” and “This organization ensures the wellbeing of its employees.” with the score of 3.2214.

The “My health has not suffered as result of working for this organization.” majority of the respondents felt neutral on this statement with the percentage of 33.1%. This is followed by 31.2% of respondents who agree and 14.8% of

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respondents strongly disagree with this statement. “This organization ensures the wellbeing of its employees.” majority of the respondents agree on this statement with the percentage of 33.9%. This is followed by 19.8% of respondents who felt neutral and 16.7% of respondents strongly agree with this statement.

## **4.2 Scale Measurement**

Reliability measurement is to find out whether the collected data is reliable to output a good and accurately results. The reliability measurement is form by testing for both consistency and stability. The purpose of reliability analysis is to give convenient and assist researcher to check whether the collected data are trustworthy. Cronbach’s Alpha is a reliability coefficient that shows how well the item in a set is positively correlated to each other variables. According to the Cronbach’s Alpha rule of thumb, 0.80 to 0.95 considered very good reliability, 0.70 to 0.80 considered good reliability, 0.60 to 0.70 considered fair reliability, and less than 0.6 is considered poor reliability. Normally, 0.6 is an acceptable level for early stage of the basic research, the closer the reliability coefficient gets to 1.0 the better.

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## 4.2.1 Job Satisfaction

Table 4.13: Reliability Statistics

Cronbach's Alpha	N of Items
.944	4

Source: Developed for the research

Based on table 4.13, the Cronbach's Alpha is equal to 0.944 which mean 94.4% of the questions which measure the dependent variables of the research are reliable. This Cronbach's Alpha value 0.944 is fall under the range 0.8 - 0.95, the 4 items measuring job satisfaction are very good reliability.

## 4.2.2 Training and development

Table 4.14 Reliability Statistics

Cronbach's Alpha	N of Items
.813	5

Source: Developed for the research

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Based on 5 Cronbach's Alpha is equal to 0.813 which mean 81.3% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value 0.813 is fall under the range 0.80 - 0.95, the 5 items measuring training and development are very good reliability.

### 4.2.3 Performance Appraisal

Table 4.15: Reliability Statistics

Cronbach's Alpha	N of Items
.850	4

Source: Developed for the research

Based on table 4.15, the Cronbach's Alpha is equal to 0.850 which mean 85.0% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value 0.850 is fall under the range 0.80 - 0.95, the 4 items measuring performance appraisal are considered very good reliability.

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## 4.2.4 Compensation

Table 4.16: Reliability Statistics

Cronbach's Alpha	N of Items
.813	4

Source: Developed for the research

Based on table 4.16, the Cronbach's Alpha is equal to 0.813 which mean 81.3% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value 0.813 is fall under the range 0.80 - 0.95, the 4 items measuring compensation are considered very good reliability.

## 4.2.5 Benefit

Table 4.17: Reliability Statistics

Cronbach's Alpha	N of Items
.752	4

Source: Developed for the research

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Based on table 4.17, the Cronbach's Alpha is equal to 0.752 which mean 75.2% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value 0.752 is fall under the range 0.70 - 0.80, the 4 items measuring benefit are considered good reliability.

#### 4.2.6 Safety and Health

Table 4.18: Reliability Statistics

Cronbach's Alpha	N of Items
.773	4

Source: Developed for the research

Based on table 4.18, the Cronbach's Alpha is equal to 0.773 which mean 77.3% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value 0.773 is fall under the range 0.70 - 0.80, the 4 items measuring compensation are considered good reliability.

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## **4.3 Inferential Analysis**

### **4.3.1 Pearson Correlation Coefficient Analysis**

Pearson's correlation coefficient is a method to measure the correlation and it is based on the method of covariance. It will indicate the strength, direction and significant of the bivariate relationship among all the variables that were measured at an interval or ratio level (i.e. job satisfaction, training and development, performance appraisal, compensation, benefits and safety and health). The number to represent the Pearson correlation is correlation coefficient. If there is Correlations of +, it means that there is a perfect relationship between two variables.

#### **4.3.1.1 Training and Development and Job Satisfaction**

##### **Hypothesis 1**

$H_0$  : There is no significant positive relationship between training and development and job satisfaction.

$H_1$  : There is a significant positive relationship between training and development and job satisfaction.

Table 4.19: Correlations

		Job Satisfaction	Training
Job satisfaction	Pearson Correlation	1	.843**
	Sig. (2-tailed)		.000
	N	384	384
Training	Pearson Correlation	.843**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Source: Developed for the research

Based on table 4.19, there is positive relationship between training and development and job satisfaction because of the positive value for correlation coefficient. The training and development variable has a 0.843 correlation with the job satisfaction variable. Therefore, when training and development is high, job satisfaction is high. The value of this correlation coefficient 0.843 is fall under coefficient range from  $\pm 0.71$  to  $\pm 0.90$ . Thus, the relationship between training and development and job satisfaction is high. The relationship between training and development and job satisfaction is significant. It is because the p-value 0.000 is less than alpha value 0.01. In conclusion, reject null hypothesis and accept alternative hypothesis.

### 4.3.1.2 Performance Appraisal

#### Hypothesis 2

Ho : There is no significant positive relationship between performance appraisal and job satisfaction.

H1 : There is a significant positive relationship between performance appraisal and job satisfaction.

Table 4.20: Correlation

		Job Satisfaction	Performance Appraisal
Job satisfaction	Pearson Correlation	1	.836**
	Sig. (2-tailed)		.000
	N	384	384
Performance Appraisal	Pearson Correlation	.836**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Source: Developed for the research

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Based on table 4.20, there is positive relationship between performance appraisal and job satisfaction because of the positive value for correlation coefficient. The performance appraisal variable has a 0.836 correlation with the job satisfaction variable. Therefore, when performance appraisal is high, job satisfaction is high. The value of this correlation coefficient 0.836 is fall under coefficient range from  $\pm 0.71$  to  $\pm 0.90$ . Thus, the relationship between performance appraisal and job satisfaction is high. The relationship between performance appraisal and job satisfaction is significant. It is because the p-value 0.000 is less than alpha value 0.01. In conclusion, reject null hypothesis and accept alternative hypothesis.

#### **4.3.1.3 Compensation**

##### **Hypothesis 3**

H<sub>0</sub> : There is no significant positive relationship between compensation and job satisfaction.

H<sub>1</sub> : There is a significant positive relationship between compensation and job satisfaction.

Table 4.21: Correlations

		Job Satisfaction	Compensation
Job satisfaction	Pearson Correlation	1	.846**
	Sig. (2-tailed)		.000
	N	384	384
Compensation	Pearson Correlation	.846**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Source: Developed for the research

Based on table 4.21, there is positive relationship between compensation and job satisfaction because of the positive value for correlation coefficient. The compensation variable has a 0.846 correlation with the job satisfaction variable. Therefore, when compensation is high, job satisfaction is high. The value of this correlation coefficient 0.846 is fall under coefficient range from  $\pm 0.71$  to  $\pm 0.90$ . Thus, the relationship between compensation and job satisfaction is high. The relationship between compensation and job satisfaction is significant. It is because the p-value 0.000 is less than alpha value 0.01. In conclusion, reject null hypothesis and accept alternative hypothesis.

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#### 4.3.1.4 Benefits

#### Hypothesis 4

H<sub>0</sub> : There is no significant positive relationship between benefits and job satisfaction.

H<sub>1</sub> : There is a significant positive relationship between benefits and job satisfaction.

Table 4.22: Correlation

		Job satisfaction	Benefits
Job satisfaction	Pearson Correlation	1	.645**
	Sig. (2-tailed)		.000
	N	384	384
Benefits	Pearson Correlation	.645**	1
	Sig. (2-tailed)	.000	
	N	384	384

Source: Developed for the research

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Based on table 4.22, there is positive relationship between benefits and job satisfaction because of the positive value for correlation coefficient. The compensation variable has a 0.645 correlation with the job satisfaction variable. Therefore, when benefit is high, job satisfaction is high. The value of this correlation coefficient 0.645 is fall under coefficient range from  $\pm 0.41$  to  $\pm 0.70$ . Thus, the relationship between benefits and job satisfaction is moderate. The relationship between benefits and job satisfaction is significant. It is because the p-value 0.000 is less than alpha value 0.01. In conclusion, reject null hypothesis and accept alternative hypothesis.

#### **4.3.1.5 Safety and Health**

##### **Hypothesis 5**

H<sub>0</sub> : There is no significant positive relationship between safety and health and job satisfaction.

H<sub>1</sub>: There is a significant positive relationship between safety and health and job satisfaction.

Table 4.23: Correlations

		Job satisfaction	Safety health
Job satisfaction	Pearson Correlation	1	.856**
	Sig. (2-tailed)		.000
	N	384	384
Safety health	Pearson Correlation	.856**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Source: Developed for the research

Based on table 4.23, there is positive relationship between safety and health and job satisfaction because of the positive value for correlation coefficient. The safety and health variable has a 0.856 correlation with the job satisfaction variable. Therefore, when safety and health is high, job satisfaction is high. The value of this correlation coefficient 0.856 is fall under coefficient range from  $\pm 0.71$  to  $\pm 0.90$ . Thus, the relationship between safety and health and job satisfaction is high. The relationship between safety and health and job satisfaction is significant. It is because the p-value 0.000 is less than alpha value 0.01. In conclusion, reject null hypothesis and accept alternative hypothesis.

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### 4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a method which uses more than one independent variable to explain the variance in a dependent variable.

#### Hypothesis 6

H<sub>0</sub> : There is no significant positive relationship between human resource management practices and job satisfaction.

H<sub>1</sub> : There is significant positive relationship between human resources management practices and job satisfaction.

Table 4.24: Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920 <sup>a</sup>	.847	.845	1.79363

a. Predictors: (Constant), Safety health, Benefits, Compensation, Training, Performance Appraisal

b. Dependent Variable: Job satisfaction

Source: Developed for the research

The R value is the correlation coefficient between the independent variable and the dependent variables taken together. According to table 4.24, the value of correlation coefficient (R value) is 0.920. This is positive and high correlation between dependent variable (job satisfaction) and independent variables. The R Square indicates the percentages or extent of the independent variables can explain the variations in the dependent variable. In this study, independent variables can explain 84.7% of the variations in dependent variable (job satisfaction). However, it still leaves 15.3% (100% - 84.7%) unexplained in this study. In other words, there are other additional variables that are important in explaining job satisfaction that have not been considered in this study.

Table 4.25: ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6715.673	5	1343.135	417.498	.000 <sup>a</sup>
	Residual	1216.066	378	3.217		
	Total	7931.740	383			

a. Predictors: (Constant), Safety and health, Benefits, Compensation, Training and development, Performance Appraisal

b. Dependent Variable: Job satisfaction

Source: Developed for the research

Based on table 4.25 (ANOVA), p-value 0.000 is less than alpha value 0.05. Hence, the F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent and predictor variables. Therefore, the

independent variables are significant explain the variance in job satisfaction. The alternate hypothesis is supported by the data.

Table 4.26: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-4.541	.466		-9.742	.000
Training	.323	.044	.287	7.334	.000
Performance Appraisal	.190	.051	.160	3.749	.000
Compensation	.343	.051	.276	6.699	.000
Benefits	.135	.036	.100	3.743	.000
Safety health	.258	.057	.202	4.525	.000

a. Dependent Variable: Job satisfaction

Source: Developed for the research

Based on table 4.26, training and development is significant to predict dependent variable (job satisfaction) for this study. This is because p-value for training and development is 0.000 which is less than alpha value 0.05. Performance is significant to predict dependent variable (job satisfaction) for this study. This is because p-value for performance is 0.000 which is less than alpha value 0.05.

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Compensation is significant to predict dependent variable (job satisfaction) for this study. This is because p-value for compensation is 0.000 which is less than alpha value 0.05. Benefit is significant to predict dependent variable (job satisfaction) for this study. This is because p-value for benefits is 0.000 which is less than alpha value 0.05. Safety and Health is significant to predict dependent variable (job satisfaction) for this study. This is because p-value for compensation is 0.000 which is less than alpha value 0.05.

The linear regression equation is represented below:

$$Y = a + B1 (X1) + B2(X2) + B3(X3) + B4(X4) + B5(X5)$$

X1 = Independent variable 1

X2 = Independent variable 2

X3 = Independent variable 3

X4 = Independent variable 4

X5 = Independent variable 5

Job satisfaction = -4.541 + 0.323 (Training and Development) + 0.190 (performance appraisal) + 0.343 (Compensation) + 0.135 (benefits) + 0.258 (Safety and Health)

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Table 4.27: Ranking of Independent Variables

Independent Variables	Standardized Coefficients, Beta	Ranking
Training and Development	0.287	1
Compensation	0.276	2
Safety and Health	0.202	3
Performance appraisal	0.160	4
Benefits	0.100	5

Source: Developed for the research

Based on the table 4.27, Training and development, performance appraisal, compensation, benefits and safety and healthy can rank from the highest to the lowest order as to how much contribution they have on the employee job satisfaction.

### **Highest Contribution**

Training and Development is the predictor variable that contributes the highest to the variation of the dependent variable (job satisfaction) because Beta value (under standardized coefficients) for Training and Development is the largest 0.287 if compare to other predictor variables. This means that Training and Development make the strongest unique contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables in the model is controlled for.

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### **Second Highest Contribution**

Compensation is the predictor variable that contributes the second highest to the variation of the dependent variable (job satisfaction) because Beta value (under standardized coefficients) for Compensation is the second largest 0.276 if compare to other predictor variables. This means that Compensation make the second strongest unique contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables in the model is controlled for.

### **Third Highest Contribution**

Safety and Health is the predictor variable that contributes the third highest to the variation of the dependent variable (job satisfaction) because Beta value (under standardized coefficients) for safety and health is the third largest 0.202 if compare to other predictor variables. This means that safety and health make the third highest contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables in the model is controlled for.

### **Fourth Highest Contribution**

Performance appraisal is the predictor variable that contributes the fourth highest to the variation of the dependent variable (job satisfaction) because Beta value (under standardized coefficients) for performance appraisal is the fourth largest 0.160 if compare to other predictor variables. This means that performance appraisal make the fourth strongest unique contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables in the model is controlled for.

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### **Lowest Contribution**

Benefit is the predictor variable that contributes the lowest to the variation of the dependent variable (job satisfaction) because Beta value (under standardized coefficients) for stress is the smallest 0.100 if compare to other predictor variables. This means that benefit make the least contribution to explain the variation in dependent variable (job satisfaction), when the variance explained by all other predictor variables in the model is controlled for.

## **4.4 Conclusion**

All of the independent variables consist of training and development, performance and appraisal, compensation, benefit and safety and health for this research are found that have significant relationship with the independent variable which is job satisfaction. Results from this chapter four will be used for further discussion in the following chapter and the implications and limitations of this study are included as well. Some of the recommendations for future study will also be provided in the following chapter.

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## **Chapter 5 Discussion and Conclusion**

### **5.0 Introduction**

In Chapter 5, the details of interpretation of research results and determination whether the hypotheses were supported by data will be given. Furthermore, this chapter consist the summary of the major findings, discussion and implications of study. Other than that, recommendations for future research also covered in this chapter and lastly followed by overall conclusion of the entire study.

### **5.1 Summary of the Statistical Analysis**

#### **5.1.1 Descriptive Analysis**

The main objective of this research is to determine the employee's job satisfaction in hotel industry and to find out the factor that impact on the job satisfaction. The characteristic of respondents are described by using the demographic factors such as gender, age, respondents' working department, number of job quit, respondents' service length in current company and education level. In order to obtain this data, researchers have included the demographic profile at the section B of the questionnaire. Below are the results of the frequency analysis.

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In this research, 67.7% (260 respondents) of the respondents were female while 32.3% (124 respondents) of respondents were male. For the age range of respondents, 255 respondents (66.4%) are aged 25 to 34, 83 respondents (21.6%) are below 25 years old, 29 respondents (7.6%) are between 35 to 44 years old, 16 respondents (4.2%) are between 45 years old and 54 years old and 1 respondent (1%) is 54 years old and above. For working department, 127 respondents (33.1%) are from management department, 107 respondents (27.9%) are from housekeeping department, 84 respondents (21.9%) are from food and beverage department and 66 respondents (17.2%) are from customer service department. For the number on job quit in the past 5 years, 180 respondents (46.9%) did not quit job in the past 5 years, 155 respondents (40.4%) quit for 1 time, 27 respondents (7.0%) quit for 2 times, 14 respondents (3.6%) quit for 3 times and 8 respondents (2.1%) quit for more than 3 times.

For the length of service, 170 respondents (44.3%) have just working for less than 1 year in current company. There are 76 respondents (19.8%) have working for more than 3 years, 59 respondents (15.4%) have working for 1 year, 54 respondents (14.1%) have working for 2 years and 25 respondents (6.5%) have working for 3 years for the current the company.

The education level of the respondents shows that there are 69.5% of the respondents (267 respondents) are Bachelor Degree Holder, 19.8% of the respondents (76 respondents) are diploma holder, 6.5% of the respondents (25 respondents) are only high school level and 4.2% of the respondents (16 respondents) are other education level.

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## 5.1.2 Inferential Analysis (Pearson Correlation)

Table 5.1: Hypothesis Test Results

No. of Hypothesis	Alternative Hypothesis	Result
Hypothesis 1	There is a significant relationship between training and development and job satisfaction.	Supported since p-value = 0.000;  r = 0.843, positive and high relationship between training and development and job satisfaction.
Hypothesis 2	There is a significant relationship between performance appraisal and job satisfaction.	Supported since p-value = 0.000;  r = 0.836, positive and high relationship between performance appraisal and job satisfaction.
Hypothesis 3	There is a significant relationship between compensation and job satisfaction.	Supported since p-value = 0.000;  r = 0.846, positive and high relationship between compensation and job

		satisfaction.
Hypothesis 4	There is a significant relationship between benefits and job satisfaction.	Supported since p-value = 0.000;  r = 0.645, positive and high relationship between benefits and job satisfaction.
Hypothesis 5	There is a significant relationship between safety and health and job satisfaction.	Supported since p-value = 0.000;  r = 0.856, positive and high relationship between safety and health and job satisfaction.

Source: Developed for the research

### 5.1.3 Inferential Analysis (Multiple Regressions)

The multiple regression analysis is used to examine the relationship between factors and employee job satisfaction. It shows that all factors have significant relationship with the job satisfaction. The factors are training and development,

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performance appraisal, compensation, benefits and safety and health. Training and development contributes the highest to the variation of job satisfaction because beta value for training and development is the largest of 0.287 if compared to other predictor variables. Followed by compensation that contributes the second highest to the variation of the job satisfaction with the beta value of 0.276. Safety and health contribute the third highest to the variation of job satisfaction because beta value for safety and health is 0.202. Performance appraisal contributes the fourth highest to the variation of job satisfaction because beta value for performance appraisal is 0.160 if compare to other predictor variables. However, benefit is the predictor variable that contributes the lowest to the variation of the job satisfaction, beta value is 0.100. Overall, alternative hypothesis H1 = the five independent variables are significant explain the variance in job satisfaction is accepted.

## **5.2 Discussion on Major Findings**

The overall of the research objective is to determine the impact of human resource management practices on employees in hotel industry job satisfaction. The five human resource management practices being examined are training and development, performance of appraisal, compensation, benefit, safety and health with job satisfaction of employees in Malaysia hotel industry.

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### 5.2.1 Training and development

H<sub>1</sub>: There is a significant positive relationship between training and development and job satisfaction.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of 0.843, this indicates that there is positive relationship between training and development and job satisfaction because of the positive value for correlation coefficient. Thus, when training and development is high, job satisfaction is high.

The result of the research shows that there is a significant relationship between training and development and job satisfaction of hotel employees, which mean training has the impact on the level of job satisfaction in hotel industry. According to Owens (2006), provide more training for programs will improve and develop themselves to meet the job challenges. There is a research conducted by Lowry, Simon and Kimberley (2002), stated that employees will score significantly higher job satisfaction survey if they received training, which mean that providing some training in an organization will have better reaching effects or reach higher job satisfaction on employee and organization can achieve their goal as well. Moreover, previous research done also revealed on the effects of perceived investment in employee development (PIED) on job satisfaction (Lee & Bruvold, 2003). The results shows that update old skills or provide new skill through training will able to increase the level of job satisfaction of employees.

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## 5.2.2 Performance appraisal

H<sub>1</sub>: There is a significant positive relationship between performance appraisal and job satisfaction.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of 0.836, this indicates that there is positive relationship between performance appraisal and job satisfaction because of the positive value for correlation coefficient. Thus, when performance appraisal is high, job satisfaction is high.

Pettijohn (2001) conducted a study which revealed the potential relationship between characteristics of the appraisal process and the resulting level of job satisfaction of salesperson. The findings have denoted that if management wants its employees to be satisfied the more professional management may be required and helpful. Furthermore, the results revealed that when the employees fully understand the criteria used for performance appraisal evaluation, agree with the criteria used, feel that the results of the evaluation have an impact on their level of compensation, and believe that the appraisal process is fair then the employees will experience the greatest levels of satisfaction.

On the other hand, the results of study conducted by Poon (2004) showed that the employees experienced reduced job satisfaction when they perceived performance ratings to be manipulated for affective reasons such as personal liking and for the purpose of punishing employees.

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### 5.2.3 Compensation

H<sub>1</sub>: There is significant positive relationship between compensation and job satisfaction.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of 0.846, this indicates that there is positive relationship between compensation and job satisfaction because of the positive value for correlation coefficient. Thus, when compensation is high, job satisfaction is high.

A study revealed the positive relationship between pay growth and job satisfaction. Bewley (1999) suggested that when a pay awards falls below an expected or reference level, employees will feel insulted. Once the reference level reached, this will take the form of step change. Other than that, some researcher concluded that compensation significantly influence job satisfaction (Lambert, Hogan, Barton, & Lubbock, 2001). A better compensation management system will positively impact on employees, because they will be motivated and more satisfied with their job. Besides, the result of study conducted by St. Lifer (1994) stated revealed that there is a relationship between employee compensation and job satisfaction, the finding of the study also stated they are satisfied with the salary they received due to salaries and benefits are related to job satisfaction.

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## 5.2.4 Benefits

H1: There is a significant positive relationship between benefits and job satisfaction.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of 0.645, this indicates that there is positive relationship between benefits and job satisfaction because of the positive value for correlation coefficient. Thus, when benefit is high, job satisfaction is high.

According to James, et al (2009), they stated that benefit is positive relationship with job satisfaction. In other words, if the employees are satisfied with the benefits they received, the job satisfaction of employees is high. Besides that, benefit is the primary and important factor for job satisfaction (Saif-ud-Din, Khair-uz-Zaman, & Nawaz, 2010). In addition, there is also another research was showed the relationship between the benefits and job satisfaction is positive (Steijin, 2002). A study was conducted on the influence of benefits on job satisfaction; the result showed the more the benefits employee received, the higher of employee job satisfaction in workplace (Tulin & Ural, 2008).

Perez and Anton (2005) conducted a studied which is concerned on the factors that may influence to the job satisfaction of sales managers. The result of this research revealed that benefit is the critical factors of sales managers' job satisfaction. Other than that, some researchers were stated there is a positive relationship between the benefits and job satisfaction (Bradley, Petrescu, & Simmons, 2004). Furthermore, another study showed benefits has a significant positive relationship on job satisfaction of employees in private college (Chong & Nakesvari, 2010).

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### 5.2.5 Safety and Health

H<sub>1</sub>: There is a significant positive relationship between Safety and health and job satisfaction.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of 0.856, this indicates that there is positive relationship between safety and health and job satisfaction because of the positive value for correlation coefficient. Thus, when level of safety and health is high, job satisfaction is high.

From other research, the risk factors such as biological and chemical are the most affected factors. When the risk factors on occupational health and safety increase, the job satisfaction of workers will be reduce. Ergonomic design can be made by improving the worker safety in physical and mental, the job satisfaction level also will be increased (Kilic & Selvi, 2009). Occupational stress also one of the factors which bring negative effects on health. It will increase the turnover rate and poor performance. Furthermore, effective management arrangements ensure well being of staff, provide worker a safe condition of work and minimize the adverse impact, which are caused by ill health and injury from industries. (workplace Safety and Health Management, 2006), the concerning of management improves the job satisfaction. Besides that, the customers' safety is also related to the level of job satisfaction of employees because the hotel industry' service target are customer. The more qualified employees can offer a better service as contributing in order to improving satisfaction of customers (Rodrigue-Anton & Alonso-Almeida, 2011). The safety in workplace can include the employment security, which means to provide employees with stable employment in order to increase the job satisfaction of employees.

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## 5.2.6 Human Resource Management Practices

H<sub>1</sub>: There is a significant positive relationship between job satisfaction and human resource management practices.

According to SPSS result from multiple regression tests, the correlation coefficient of the five independent variables which is training and development, performance appraisal, compensation, benefits, safety and health with the dependent variables of job satisfaction is 0.920. The regression line will possibly significantly explain 92% of the total variations of job satisfaction. Besides, the coefficient of determination (R<sup>2</sup>) is 0.847 which means 84.7% of the variances in job satisfaction have been significantly explained by the training and development, performance appraisal, compensation, benefits, safety and health.

According to the result computed, there is positive relationship between job satisfaction and human resources practices is consistent with the study conducted by Edgar and Geare (2005), it revealed that human resource management practices will influence on employee attitudes such as organizational commitment, job satisfaction and organizational fairness in New Zealand. The result has showed human resource practices have a significant positive relationship with job satisfaction, organizational fairness and organizational commitment.

Cartwright and Holmes (2006) said that, some authors have pointed to the critical role of human resource management policies like work practices, on employees' ability to derive a sense of meaning from work and to achieve satisfaction with work itself (Cartwright & Holmes, 2006). Human resource practices like upward communication systems, teamwork and problem solving group that given employees with opportunities and autonomy to contribute in decision making, this

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type of human resource practice are expected to have a positive influence on some of the aspect of job satisfaction.

## **5.3 Implications of the Study**

### **5.3.1 Managerial Implications**

From the perspectives of theoretical contributions, this research provide useful information to the hotel management and also useful for the future researchers especially for those who are doing research on the human resource practices and job satisfaction. On the other hand, employers are able to know how to avoid unnecessary problems and satisfy their employees. Other than that, the increased employee job satisfaction can motivate the employees in hotel industry to perform their tasks more effectively and efficiently to the organization. Thus, the organization should emphasize on these practices to maximize their job satisfaction. It can help to reduce the problem of turnover and negative attitude of the employee towards the organization.

Employer can be aware of the ways to measure job satisfaction which generated by employee's perception, they can know what is the main concern of employee in order to develop a positive perception of aspect of organization. Furthermore, information of the survey also can be a reference to support the organizations to change the idea and movement of employment policy in order to enhancing the job satisfaction. However, the realization of the fact appears to be a greater obstacle to its adoption than the process itself, so employer must need to understand the value of strategically formalized Human Resource Management.

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In addition, every proposed independent variable will have a linkage to the employees' job satisfaction; this is because the employees of the organization are concerned with these variables. Therefore, management should perceive each of the variables are equally important and take them into consideration to meet the expectation of employee and desired outcome of the employer achieved.

## **5.4 Limitation of Study**

### **5.4.1 Size and Scope of Research**

The major limitation of this study related to the sample size. It was difficult to get 384 respondents from all hotels in Pulau Pinang, Kuala Lumpur and Johor. We only managed to get into ten hotels from Pulau Pinang, Kuala Lumpur and Johor due to the gap between university and industry. On the other hand, the small sample size is not large enough to represent the whole research and it might cause us could not gain an accurate and reliable result.

### **5.4.2 Falsification of Respondents and Difficult in Finding**

In addition, respondents might not be willing to participate due to they perceive that answering the questionnaires is time consuming, they do not gain any benefits and there is no indication in the obligation to participate. It is hard to find the respondents who are co-operating, willing and sincere in answering the whole

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questionnaires. Some sensitive questions such as number of quit and education level might be changed. Furthermore, we intended to target our target respondents to all level of position through online survey, but some of the employees are not active accessing internet, so we could not get the responses of employees from all level of position, this may affect the reliability and validity of the result.

## **5.5 Recommendation for Future Study**

Throughout this research, we developed a proposed research model for this study. A total of five factors in human resource management practices were used as independent variables and job satisfaction of hotel employees was used as dependent variable. In the future research, we recommend qualitative study to gather an in-depth understanding and more accuracy data on the research. Hopefully it will increase the understanding of the impact of human resource management practices on job satisfaction among hotel employees in Malaysia.

Other than that, future researcher should get more respondents from wider geographical location such as Perak, Selangor, Sabah and Sarawak to get more reliability results. Furthermore, it is recommended that the researchers to use different method such as personal interview or telephone interview to collect data, so that we can get a reliable data after explain more detail the question to the respondent. It can decrease the falsification of respondents although it is time consuming.

Moreover, other variables such as human resource planning (Dessler, 2007), recruitment and selection and employee relation can be add on to the research in order to examine more probable relationships.

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## 5.6 Conclusion

After conducting this research, there is a better understanding about the impact of human resource management practices on job satisfaction of hotel employees. The findings could recommend potential implications for top management to make changes to meet expectation of employees. Besides, the summary and discussion of the study, limitation of the study and recommendation for the future research have been discussed in this chapter.

Other than that, in chapter 4, we had also discussed and interpreted the relationship between the independent variables and dependent variables based from the result generated. The limitation that faced during this study has also been revealed and discussed and future study has been suggested to explore other predictors that may contribute to the job satisfaction of hotel employees.

Last but not least, the employees will be likely to perform their task well after all these adjustment, they will assist the organization to achieve their company's goals and will not simply quit. In other words, it is also help to retain the employees due to the high level of job satisfaction.

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## Appendix



## Universiti Tunku Abdul Rahman

Dear Respondents,

We are undergraduate students from Universiti Tunku Abdul Rahman (UTAR), currently pursuing our degree in Bachelor of Business Administration (Hons). As a partial requirement of our degree program, we are conducting a research study entitled "**The Impact of Human Resources Management Practices on Job Satisfaction in Hotel Industry**".

We appreciate your willingness to participate in this questionnaire. All the information provided in this survey will be kept strictly private and confidential and will be only used for academic purpose.

Thank you for the time and effort taken to complete this questionnaire.

<b>Name</b>	<b>Student ID</b>
Chan Kon Lian	10ABB07351
Connie Lee Foong Yao	10ABB03131
Lee Yee Ching	10ABB03626
Loh Choon Ying	10ABB02997
Low Suet Mun	10ABB02622

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**This questionnaire consists of 6 pages and 31 questions.**

**SECTION A**

This section is seeking your opinion regarding the factors of training and development, performance of appraisal, compensation, benefit, safety and health affect the job satisfaction of employees.

Please circle your answer to each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

**PART 1: Job Satisfaction**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Generally speaking, I was very satisfied with my job.	1	2	3	4	5
2. I am generally satisfied with the kind of work I did in my job.	1	2	3	4	5
3. I believe that if any of my colleagues were to take up the same work I had, they would found this work meaningful.	1	2	3	4	5
4. I believe that if any of my colleagues were to take up the same work I had, they would have thought of quitting.	1	2	3	4	5

**PART 2: Training and Development**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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1. My employer encourages me to extend my abilities.	1	2	3	4	5
2. This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.	1	2	3	4	5
3. I get the opportunity to discuss my training requirements with my employer.	1	2	3	4	5
4. My work pays for any work-related training I want to undertake.	1	2	3	4	5
5. This organization is committed to the training of its employees.	1	2	3	4	5

**PART 3: Performance Appraisal**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. Performance appraisals are based on objectives.	1	2	3	4	5
2. Performance appraisals are based on quantifiable results.	1	2	3	4	5
3. The company has provided enough information regarding specific methods of the performance evaluation system	1	2	3	4	5
4. Employees are allowed to formally communicate with supervisors regarding the appraisal results.	1	2	3	4	5

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**PART 4: Compensation**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. My company is committed to a merit pay system.	1	2	3	4	5
2. In my company, pay raises are determined mainly by an employees' job performance.	1	2	3	4	5
3. Pay incentives such as bonus is an important part of the compensation strategy in this company.	1	2	3	4	5
4. In my company, promotion is based primarily on merit.	1	2	3	4	5

**PART 5: Benefit**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. Emphasis is given on the maintenance of core benefits.	1	2	3	4	5
2. Emphasis is given on wellness programs.	1	2	3	4	5
3. Trade-off unused benefits for pay.	1	2	3	4	5
4. My employer encourages employee participation in benefits decision making.	1	2	3	4	5

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**PART 6: Safety and Health**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My working conditions here are good.	1	2	3	4	5
2. My health has not suffered as a result of working for this organization.	1	2	3	4	5
3. I always feel safe working here in these conditions	1	2	3	4	5
4. This organization ensures the wellbeing of its employees.	1	2	3	4	5

**SECTION B**

General Information.

Please specify your answer by placing a (√) on the relevant answers provided. The following questions will be used only in determining our sample general information.

1. Gender

- Male
- Female

2. Age

\_\_\_\_\_

3. Position in company

---

\_\_\_\_\_

4. How many times have you quit your job in the last 5 years?

\_\_\_\_\_

5. Services length in current company?

\_\_\_\_\_

6. Please indicate your highest level of education attained:

- High School
- Diploma
- Degree
- Master
- Others

## Frequencies

### Statistics

		Generally speaking, I was very satisfied with my job.	I am generally satisfied with the kind of work I did in my job	I believe that if any of my colleagues were to take up the same work I had, they would find this work meaningful.	I believe that if any of my colleagues were to take up the same work I had, they would have thought of quitting.
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.5260	3.5052	3.5781	3.5833

## Frequency Table

### Generally speaking, I was very satisfied with my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	125	32.6	32.6	32.6
	Neutral	25	6.5	6.5	39.1
	Agree	141	36.7	36.7	75.8
	Strongly Agree	93	24.2	24.2	100.0
	Total	384	100.0	100.0	

**I am generally satisfied with the kind of work I did in my job**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	105	27.3	27.3	27.3
Neutral	61	15.9	15.9	43.2
Agree	137	35.7	35.7	78.9
Strongly Agree	81	21.1	21.1	100.0
Total	384	100.0	100.0	

**I believe that if any of my colleagues were to take up the same work I had, they would find this work meaningful.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	3.4	3.4	3.4
Disagree	92	24.0	24.0	27.3
Neutral	40	10.4	10.4	37.8
Agree	138	35.9	35.9	73.7
Strongly Agree	101	26.3	26.3	100.0
Total	384	100.0	100.0	

**I believe that if any of my colleagues were to take up the same work I had, they would have thought of quitting.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	41	10.7	10.7	10.7
Disagree	72	18.8	18.8	29.4
Neutral	31	8.1	8.1	37.5
Agree	102	26.6	26.6	64.1
Strongly Agree	138	35.9	35.9	100.0
Total	384	100.0	100.0	

### Frequencies

### Statistics

		My employer encourages me to extend my abilities.	This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.	I get the opportunity to discuss my training requirements with my employer.	My work pays for any work-related training I want to undertake.	This organization is committed to the training of its employees.
N	Valid	384	384	384	384	384
	Missing	0	0	0	0	0
Mean		3.7839	3.7839	3.3958	3.3880	3.3750

**Frequency Table**

**My employer encourages me to extend my abilities.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	3.4	3.4	3.4
Disagree	54	14.1	14.1	17.4
Neutral	6	1.6	1.6	19.0
Agree	241	62.8	62.8	81.8
Strongly Agree	70	18.2	18.2	100.0
Total	384	100.0	100.0	

**This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	3.4	3.4	3.4
Disagree	54	14.1	14.1	17.4
Neutral	6	1.6	1.6	19.0
Agree	241	62.8	62.8	81.8
Strongly Agree	70	18.2	18.2	100.0
Total	384	100.0	100.0	

**I get the opportunity to discuss my training requirements with my employer.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	75	19.5	19.5	19.5
Neutral	164	42.7	42.7	62.2
Agree	63	16.4	16.4	78.6
Strongly Agree	82	21.4	21.4	100.0
Total	384	100.0	100.0	

**My work pays for any work-related training I want to undertake.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	76	19.8	19.8	19.8
Neutral	164	42.7	42.7	62.5
Agree	63	16.4	16.4	78.9
Strongly Agree	81	21.1	21.1	100.0
Total	384	100.0	100.0	

**This organization is committed to the training of its employees.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	54	14.1	14.1	14.1
Disagree	15	3.9	3.9	18.0
Neutral	127	33.1	33.1	51.0
Agree	109	28.4	28.4	79.4
Strongly Agree	79	20.6	20.6	100.0
Total	384	100.0	100.0	

## Frequencies

### Statistics

		Performance appraisals are based on objectives.	Performance appraisals are based on quantifiable results.	The company has provided enough information regarding specific methods of the performance evaluation system.	Employees are allowed to normally communicate with supervisors regarding the appraisal results.
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.6667	3.5130	3.7240	3.4531

## Frequency Table

### Performance appraisals are based on objectives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	81	21.1	21.1	21.1
	Neutral	70	18.2	18.2	39.3
	Agree	129	33.6	33.6	72.9
	Strongly Agree	104	27.1	27.1	100.0
	Total	384	100.0	100.0	

**Performance appraisals are based on quantifiable results.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	14	3.6	3.6	3.6
Disagree	71	18.5	18.5	22.1
Neutral	88	22.9	22.9	45.1
Agree	126	32.8	32.8	77.9
Strongly Agree	85	22.1	22.1	100.0
Total	384	100.0	100.0	

**The company has provided enough information regarding specific methods of the performance evaluation system.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	1.8	1.8	1.8
Disagree	74	19.3	19.3	21.1
Neutral	52	13.5	13.5	34.6
Agree	136	35.4	35.4	70.1
Strongly Agree	115	29.9	29.9	100.0
Total	384	100.0	100.0	

**Employees are allowed to normally communicate with supervisors regarding the appraisal results.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	34	8.9	8.9	8.9
Disagree	62	16.1	16.1	25.0
Neutral	69	18.0	18.0	43.0
Agree	134	34.9	34.9	77.9
Strongly Agree	85	22.1	22.1	100.0
Total	384	100.0	100.0	

**Frequencies**

**Statistics**

	My company is committed to a merit system.	In my company, pay raises are determined mainly by an employees' job performance .	Pay incentives such as bonus is an important part of the compensation strategy in this company.	In my company, promotion is based primarily on merit.
N	384	384	384	384
Valid	384	384	384	384
Missing	0	0	0	0
Mean	3.5729	3.4609	3.3958	3.3359

**Frequency Table**

**My company is committed to a merit system.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	.8	.8	.8
Disagree	97	25.3	25.3	26.0
Neutral	38	9.9	9.9	35.9
Agree	169	44.0	44.0	79.9
Strongly Agree	77	20.1	20.1	100.0
Total	384	100.0	100.0	

**In my company, pay raises are determined mainly by an employees' job performance.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	95	24.7	24.7	24.7
Neutral	108	28.1	28.1	52.9
Agree	90	23.4	23.4	76.3
Strongly Agree	91	23.7	23.7	100.0
Total	384	100.0	100.0	

**Pay incentives such as bonus is an important part of the compensation strategy in this company.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	105	27.3	27.3	27.3
Neutral	109	28.4	28.4	55.7
Agree	83	21.6	21.6	77.3
Strongly Agree	87	22.7	22.7	100.0
Total	384	100.0	100.0	

**In my company, promotion is based primarily on merit.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	39	10.2	10.2	10.2
Disagree	72	18.8	18.8	28.9
Neutral	59	15.4	15.4	44.3
Agree	149	38.8	38.8	83.1
Strongly Agree	65	16.9	16.9	100.0
Total	384	100.0	100.0	

## Frequencies

### Statistics

		Emphasis is given on the maintenance of core benefits.	Emphasis is given on wellness programs.	Trade-off unused benefits for pay.	My employer encourages employee participation in benefits decision making.
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.6510	3.8698	3.8229	3.3854

## Frequency Table

### Emphasis is given on the maintenance of core benefits.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	57	14.8	14.8	14.8
	Neutral	131	34.1	34.1	49.0
	Agree	85	22.1	22.1	71.1
	Strongly Agree	111	28.9	28.9	100.0
	Total	384	100.0	100.0	

**Emphasis is given on wellness programs.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	40	10.4	10.4	10.4
Neutral	102	26.6	26.6	37.0
Agree	110	28.6	28.6	65.6
Strongly Agree	132	34.4	34.4	100.0
Total	384	100.0	100.0	

**Trade-off unused benefits for pay.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	18	4.7	4.7	4.7
Disagree	25	6.5	6.5	11.2
Neutral	82	21.4	21.4	32.6
Agree	141	36.7	36.7	69.3
Strongly Agree	118	30.7	30.7	100.0
Total	384	100.0	100.0	

**My employer encourages employee participation in benefits decision making.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	46	12.0	12.0	12.0
Disagree	47	12.2	12.2	24.2
Neutral	78	20.3	20.3	44.5
Agree	139	36.2	36.2	80.7
Strongly Agree	74	19.3	19.3	100.0
Total	384	100.0	100.0	

**Frequencies**

**Statistics**

		My working conditions here are good.	My health has not suffered as result of working for this organization.	I always feel safe working here in these conditions.	This organization ensures the wellbeing of its employees.
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.3880	3.2214	4.0260	3.2214

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**Frequency Table**

**My working conditions here are good.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	76	19.8	19.8	19.8
Neutral	164	42.7	42.7	62.5
Agree	63	16.4	16.4	78.9
Strongly Agree	81	21.1	21.1	100.0
Total	384	100.0	100.0	

**My health has not suffered as result of working for this organization.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	57	14.8	14.8	14.8
Disagree	27	7.0	7.0	21.9
Neutral	127	33.1	33.1	54.9
Agree	120	31.2	31.2	86.2
Strongly Agree	53	13.8	13.8	100.0
Total	384	100.0	100.0	

**I always feel safe working here in these conditions.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	14	3.6	3.6	3.6
Disagree	40	10.4	10.4	14.1
Neutral	1	.3	.3	14.3
Agree	196	51.0	51.0	65.4
Strongly Agree	133	34.6	34.6	100.0
Total	384	100.0	100.0	

**This organization ensures the wellbeing of its employees.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	59	15.4	15.4	15.4
Disagree	55	14.3	14.3	29.7
Neutral	76	19.8	19.8	49.5
Agree	130	33.9	33.9	83.3
Strongly Agree	64	16.7	16.7	100.0
Total	384	100.0	100.0	

**Reliability**

**Scale: ALL VARIABLES**

**Case Processing Summary**

	N	%
Cases Valid	384	100.0
Excluded <sup>a</sup>	0	.0
Total	384	100.0

### Case Processing Summary

	N	%
Cases Valid	384	100.0
Excluded <sup>a</sup>	0	.0
Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.944	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Generally speaking, I was very satisfied with my job.	10.6667	12.045	.890	.920
I am generally satisfied with the kind of work I did in my job	10.6875	12.607	.877	.926
I believe that if any of my colleagues were to take up the same work I had, they would found this work meaningful.	10.6146	11.971	.872	.925
I believe that if any of my colleagues were to take up the same work I had, they would have thought of quitting.	10.6094	10.844	.850	.938

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### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.1927	20.710	4.55077	4

### Reliability

Scale: ALL VARIABLES

### Case Processing Summary

	N	%
Cases Valid	384	100.0
Excluded <sup>a</sup>	0	.0
Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.813	5

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My employer encourages me to extend my abilities.	13.9427	11.125	.630	.769
This organization has provided me with training opportunities enabling me to extend my range of skills and abilities.	13.9427	11.125	.630	.769
I get the opportunity to discuss my training requirements with my employer.	14.3307	10.300	.762	.729
My work pays for any work-related training I want to undertake.	14.3385	10.272	.768	.727
This organization is committed to the training of its employees.	14.3516	12.088	.314	.875

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
17.7266	16.392	4.04875	5

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## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

	N	%
Cases Valid	384	100.0
Excluded a	0	.0
Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.850	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance appraisals are based on objectives.	10.6901	8.804	.722	.796
Performance appraisals are based on quantifiable results.	10.8438	8.294	.779	.770
The company has provided enough information regarding specific methods of the performance evaluation system.	10.6328	9.382	.571	.857
Employees are allowed to normally communicate with supervisors regarding the appraisal results.	10.9036	8.166	.696	.807

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
14.3568	14.664	3.82930	4

**Reliability**

**Scale: ALL VARIABLES**

**Case Processing Summary**

	N	%
Cases Valid	384	100.0
Excluded <sup>a</sup>	0	.0
Total	384	100.0

### Case Processing Summary

	N	%
Cases Valid	384	100.0
Excluded <sup>a</sup>	0	.0
Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.813	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My company is committed to a merit system.	10.1927	8.657	.545	.805
In my company, pay raises are determined mainly by an employees' job performance.	10.3047	7.471	.775	.698
Pay incentives such as bonus is an important part of the compensation strategy in this company.	10.3698	8.333	.590	.785
In my company, promotion is based primarily on merit.	10.4297	7.494	.635	.767

---

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.7656	13.371	3.65657	4

### Reliability

Scale: ALL VARIABLES

### Case Processing Summary

	N	%
Cases Valid	384	100.0
Excluded <sup>a</sup>	0	.0
Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.752	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Emphasis is given on the maintenance of core benefits.	11.0781	6.537	.663	.633
Emphasis is given on wellness programs.	10.8594	6.461	.730	.602
Trade-off unused benefits for pay.	10.9062	8.007	.330	.806
My employer encourages employee participation in benefits decision making.	11.3438	6.289	.526	.715

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
14.7292	11.206	3.34751	4

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## Reliability

Scale: ALL VARIABLES

### Case Processing Summary

	N	%
Cases Valid	384	100.0
Excluded a	0	.0
Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.773	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My working conditions here are good.	10.4688	7.879	.659	.682
My health has not suffered as result of working for this organization.	10.6354	6.681	.727	.631
I always feel safe working here in these conditions.	9.8307	9.446	.342	.824
This organization ensures the wellbeing of its employees.	10.6354	6.838	.611	.702

---

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.8568	12.744	3.56994	4

### Regression

#### Residuals Statistics<sup>a</sup>

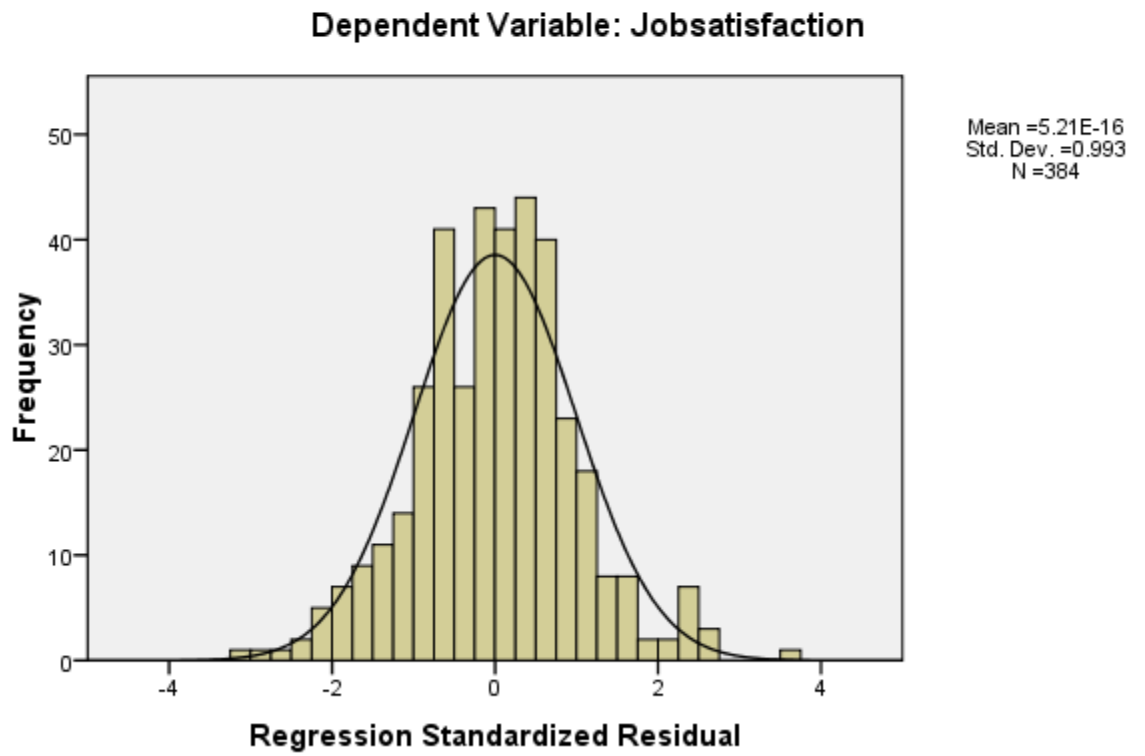
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	5.3619	21.1933	14.1927	4.18742	384
Residual	-5.71216	6.56242	.00000	1.78186	384
Std. Predicted Value	-2.109	1.672	.000	1.000	384
Std. Residual	-3.185	3.659	.000	.993	384

a. Dependent Variable:  
Jobsatisfaction

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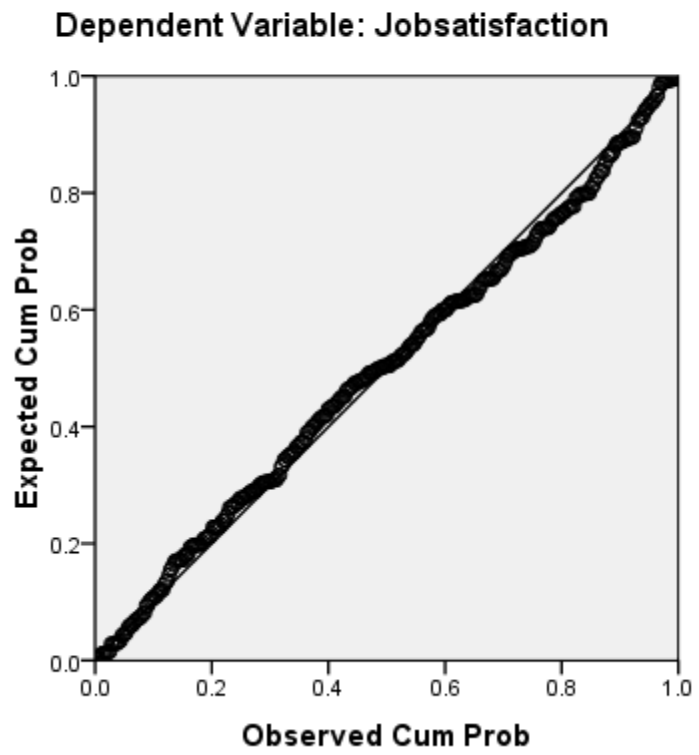
## Charts

### Histogram



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Normal P-P Plot of Regression Standardized Residual



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## Scatterplot

Dependent Variable: Jobsatisfaction

