

A STUDY OF RELATIONSHIP BETWEEN CORE  
SELF-EVALUATION AND EMPLOYEES' JOB  
SATISFACTION IN HOTEL INDUSTRY

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We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

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LISTS OF ABBREVIATIONS

CSE	Core Self-Evaluation
SEM	Structural Equation Modelling
SAS	Statistical Analysis System

## PREFACE

This research paper is basically part of the study of final year students of Bachelor of Business Administration (HONs). This research falls under the subject of UBMZ 3016 Research Project. It is part of the compulsory subject for every student before they are graduating from university. This research project is carried out around half of a year to complete it. Throughout the research, every student will be able to learn method of writing research paper, conducting survey and presenting their findings.

In this research paper, we had chosen ‘The Relationship between Core Self-Evaluation and Employees’ Job Satisfaction in Hotel Industry’. The purpose of this research is to investigate the relationship between core self-evaluations (CSE) with job satisfaction of employees in hotel industry. This research aims to identify how core self-evaluation can affect the level of job satisfaction of employees.

Employee job satisfaction serves as an important factor in order to decrease the turnover rate as well as improving the organizational effectiveness. There are four variables which could affect the employees’ job satisfaction in this research. The factors are self-esteem, generalized self-efficacy, locus of control and emotional stability. Throughout this research, we have referred to several journal articles and the guidelines provided by UTAR in order to accomplish our research paper.



## ABSTRACT

The booming of tourism industry had led to prosperity of hotel industry in Malaysia. It had generated a huge job opportunity to the local people as well as foreign workers. However, the high turnover rate in hotel industry is a major issue that needs to be addressed. Thus, the main issue that we are concerning is whether the employees are satisfied with their job. As we know, workplace serves as an employee second home. They need to go to work every day and if they are dissatisfied with their job, they will probably have negative feelings towards the organization and in turn affecting their overall job performance.

It is not easy to achieve employees' job satisfaction. There are several variables that need to be taken into consideration. The variable that we proposed is core self-evaluation and it contains self-esteem, generalized self-efficacy, locus of control and emotional stability. In this research, researchers would like to show some evidences that can prove the reliability of the relationship between core self-evaluation and employees' job satisfaction in hotel industry.

Throughout this research, researchers have conducted this study by using the questionnaires. Researchers distributed the questionnaires to the employees who worked in the hotel industry in order to help them study the variables more accurately. Other than using primary data, researchers also used secondary data such as journal articles from the internet and from library as well.

Lastly, the researchers will present their findings in the discussion part. Moreover, the researchers also discussed some limitations of the study in order to improve the research study for the future researchers.

## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

This chapter shows an abstract of our research study and background and then clarifying the research problem. After that, the problem statement will describe the main purpose of the conduct of our research as to well answer the research objectives and the research questions. Furthermore, hypotheses are tested and clarified. Afterwards, significance of the study will be shown before proceeding to the conclusion.

### **1.1 Research Background**

The service organizations, especially hotels operate in massive competition. As time passes, the rapid expansion of service organizations has led hotel industry to be recognized as one of the prosperous potential growth of industries (Abdullah, Karim, Patah, Zahari, Nair and Jusoff, 2009). This is further supported by Hemdi (2006), hospitality and tourism industries face tremendous growth in the world and from the research by World Tourism Organization, 10.2 percent of world GDP and 7.8 percent of global workforce came from hospitality and tourism industries. Operating in this competitive industry, managers must be proactively collecting information to further segmenting their customers, formulate interesting advertising campaigns, upgrading the customer service in order to ensure their profitability and survivability (Kasim and Minai, 2009).

However, one of the hindrances in hotel industry is the high dissatisfaction of employees which eventually leads to the growing turnover rate of employees

(Abdullah et al., 2009). Managers of hotels should know that satisfaction of employees is very important in keeping the profitability of service organizations. Therefore, their needs, aspirations and concerns should be constantly monitored in order to retain them. According to Carbery (2003), in order to retain employees, higher salaries, various benefits and strong reputation of hotels can ensure them to work in a more satisfied condition. When they are satisfied, they will more likely to work passionately and serve customer needs well to produce satisfied customers.

This is further supported by Hussain (2012), whereby if the employees were satisfied and contented with their job condition, they would less likely to leave the job and ultimately become loyal to the organization. Although this seems to be an easy trick, but most of the times many organizations still failed to please and satisfy their employees. This is because they do not quite know the factors that help to satisfy employees and Heskett et al. (1997) say that staff training programs can help to foster job satisfaction. That is why many hotels make their own training programs, performance appraisal system and rewards system in accordance to the company policy. This is because mostly all the times the hotel's facility standard are the same, and differences of the customer service will tend to play important and bigger role to differentiate them (Ronra and Chaisawat, 2012). The aim of these measures is to make the employees tenure long enough in the organization. Hussain (2012) says that if the employees spend long enough time with the organization, they will eventually become valuable asset to the organization.

Last but not least, qualified employees deliver value out of the existing organizational resources. Hotels management must know how to maintain the motivation of the staff and guide them to work in changing work circumstances. This will be a source of competitive advantage, as satisfied employees will provide good service to customers and satisfied customers will be loyal to the hotel. This is a key to success to hotel industry. Managers rely heavily on this factor as it is related to the work performance of the hotel (Mokaya, Musau, Wagoki and Karanja, 2013).

## 1.2 Problem Statement

According to Kasim and Minai (2009), Malaysia's government is very aggressive in targeting the hotel industry. This is because for the year 2007, 20 million extra of government's prediction on foreign visitors have come to Malaysia and the revenue generated is RM46.1 billion, which is far more outstanding compared to the targeted revenue of RM44.5 billion. Realizing its great potential, hotel industry will be entrusted with remarkable role to assist Malaysia's economic gains.

Based on the labour and human resources statistics (2012), there is a roll up of the vacancies in hotel and restaurant industry from year 2010 to year 2011. This has shown that there is an increase in vacancies from 4.7% to 5.7% for the year 2010 to 2011. The increase in vacancies may caused by the employee turnover in the hotel and restaurant industry. Therefore, the core problem that needs to be discussed is employee turnover in hotel industry.

Besides that, the rate of replacement in hotel industry is very high. Based on few definitions, Mobley says that turnover is the intermittent of membership in an organization from whom who has had received from the organization to recompense through monetary form. Another interpretation by Tanke is the movement of employees out of the organization (as cited in Ronra and Chaisawat, 2012). There are some drawbacks when the staffs leave the organization. Time and money were the first two things to lose because hotels dedicated the resources to train the employees. After they left, the process such as recruitment, selection and training is repeated and it represents the highest cost for any organization (Kraturerk and Khemarangsana, n.d.). Sometimes when key employees leave, they bring along the valuable knowledge they acquired together with them. Customers might just leave together with them.

High turnover in an organization means that the employers have shorter tenure compared to other companies in the same industry. However, moderate amount of

turnover actually benefit the organization as it reduces the staff cost if the performance of the company differs every month. Turnover also found to be useful when an unproductive employee is replaced with a productive employee or retired employee is welcomed with new blood (Ronra and Chaisawat, 2010).

In addition, hotel staffs will resign when they are facing occupational stress which will lead to job dissatisfaction. In this case, the turnover rate will increase in this industry. Occupational stress normally happens in hotel industry because staffs need to face the stress on daily basis which cannot be avoided easily. The hotel staffs are required to fulfill the needs of the customer positively and empathetically. The hotel staffs also need to greet the customer in friendly manner no matter what is happening. In this kind of working environment, the hotel staffs will be easily struck by occupational stress and they will leave the hotel if they cannot manage the stress well (Anderson, Provis & Chappel, 2002; Lashley, 2001; Lo & Lamm, 2005).

According to Kysilka and Csaba (n.d.), the main reason why hotel staffs resign is because the low pay system. They usually start at below minimum wage rate and this factor cannot retain the high performance long term employees. Furthermore, hotel staff positions are seasonal and cause them very hard to attract new candidates. Second reason is the lack of benefits such as health insurance, sick leave, training system and vacation pay which is less lucrative compared with other industries.

It is further supported by O'Leary and Deegan (2005) where a combination of factors would most likely to draw employees to turnover. In their study, 60% of the employees chose to leave the hotel industry because of poor remuneration and unsuitable working hours. Also fresh graduates who do not like hotel's job because they think that packed hours and schedules, low pay and quality of life issue are the main problems in the industry (Pavesic & Brymer, 1990).

There are some solutions for the management to solve the turnover problem. The management team should teach their supervisors about the knowledge of retaining

staff because this is an important skill that need to be known by everyone in order to solve this problem. As mentioned earlier, training program should be provided by the hotel. The staffs will have enough understanding about their jobs after they have training. Besides that, the management should increase the remuneration of the hotel staff in term of cash or non-cash form. For example, the management can provide some facilities to the staffs to release their stress such as gym room, sauna room etc. The management also should increase the benefits and allowances of the staff so that the turnover rate will be reduced. The management may offer discount of the hotel room for the staffs and their families. Since there is a problem in attracting new staffs, the management team can use other ways to attract the new staff such as giving reward to those staff who recommends a new worker to the hotel. This can help to motivate the staff because they have friends around and at the same time this can also help the hotel to attract new blood.

## **1.3 Research Objectives**

### **1.3.1 General Objective**

The purpose of our research study is to investigate the correspondence between core self-evaluation (CSE) with job satisfaction of employees in hotel industry. This study focuses to identify how core self-evaluations can affect the level of employee's job satisfaction in hotel industry.

### 1.3.2 Specific Objectives

- Aims at analyzing the relationship between four traits of CSE which are self-esteem, generalized self-efficacy, locus of control and emotional stability with the job satisfaction of employees in hotel industry.
- To figure out the extent of job satisfaction perceived by employees in hotel industry.
- To examine the main factors that led to job satisfaction of employees in hotel industry.
- To identify the effect of self-esteem, generalized self-efficacy, locus of control and emotional stability on job satisfaction of employees in hotel industry.
- To investigate the importance of self-esteem, generalized self-efficacy, locus of control and emotional stability toward employees' job satisfaction in hotel industry.

### 1.4 Research Questions

This research is being carried out to create the following research questions to be answerable and explainable so that the main objectives of this study can be accomplished.

- How does CSE (self-esteem, generalized self-efficacy, locus of control and emotional stability) influence job satisfaction of employees in hotel industry?
- How does self-esteem affect job satisfaction of employees in hotel industry?
- How does generalized self-efficacy affect job satisfaction of employees in hotel industry?
- How does locus of control affect job satisfaction of employees in hotel industry?

- How does emotional stability affect job satisfaction of employees in hotel industry?
- What are the important factors that affect different levels of job satisfaction of employees in hotel industry?
- How employees in hotel industry perceive on the degree of job satisfaction?

## 1.5 Hypotheses of the Study

This research study is developed to examine the significance of the effect of core self-evaluation CSE (self-esteem, generalized self-efficacy, locus of control and emotional stability) on job satisfaction of workers to clearly state the relationship of each trait inside an employee and how each of them is going to give a big impact toward job satisfaction of employees.

### Hypotheses 1

$H_0$  = The four independent variables (self-esteem, generalized self-efficacy, locus of control and emotional stability) are not significant to explain the variance on job satisfaction of employees in hotel industry.

$H_1$  = The four independent variables (self-esteem, generalized self-efficacy, locus of control and emotional stability) are significant to explain the variance on job satisfaction of employees in hotel industry.



## **Hypotheses 2**

$H_0$  = There is no significant relationship between self-esteem and job satisfaction of employees in hotel industry.

$H_{1A}$  = There is a significant relationship between self-esteem and job satisfaction of employees in hotel industry.

## **Hypotheses 3**

$H_0$  = There is no significant relationship between generalized self-efficacy and job satisfaction of employees in hotel industry.

$H_{1B}$  = There is a significant relationship between generalized self-efficacy and job satisfactions of employees in hotel industry.

## **Hypotheses 4**

$H_0$  = There is no significant relationship between locus of control and job satisfaction of employees in hotel industry.

$H_{1C}$  = There is a significant relationship between locus of control and job satisfaction of employees in hotel industry.

## **Hypotheses 5**

$H_0$  = There is no significant relationship between emotional stability and job satisfaction of employees in hotel industry.

$H_{1D}$  = There is a significant relationship between emotional stability and job satisfaction of employees in hotel industry.

## **Hypotheses 6**

$H_0$  = There is no significant relationship between core self-evaluation and job satisfaction of employees in hotel industry.

$H_{1E}$  = There is a significant relationship between core self-evaluation and job satisfaction of employees in hotel industry.

## **1.6 Significance of the Study**

This study mainly focused on the interrelation between core self-evaluation with job satisfaction of employees in hotel industry. We want to study on the factors that are related with workers' job satisfaction in hotel industry. As we know, employees in hotel industry need to work in quite stressful place and hence, core self-evaluation is very important for them on how it can bring a big impact to their extent of job satisfaction on their daily routines. They need to face and deal with a lot of customers. This is the reason why core self-evaluation is being used by employees in hotel industry as a way to evaluate how they feel about their jobs. Throughout this research, we can examine on the importance of core self-evaluation for employees in order to have a high degree of job satisfaction in hotel.

## **1.7 Chapter Layout**

The whole body of this research comprises of 5 chapters which are introduction, literature review, research methodology, research results and the last one is discussion and conclusion.

### **Chapter 1: Introduction**

This chapter is very crucial in this research as it shows a clear overview of whole research to ensure the process of this research is consistent with objective and in a correct direction. Firstly, the research background will be explained. Problem statement in where the gap that is being identified will be discussed. For the purpose of investigation, research objectives are set followed by research questions as well as the hypotheses of research. Next, significance of study will show the importance in carrying out this research.

### **Chapter 2: Literature Review**

Under this chapter, data sources that are related to this research have been identified from different journals and articles to review as the basis in developing hypotheses for this research study. Besides that, review of relevant theoretical models is important and then theoretical framework will be constructed to have a better understanding on the research gaps. Significant findings are highlighted as well. Information that is captured through secondary data will be compared to find out the similarities of study.

### **Chapter 3: Research Methodology**

In this chapter, it is about the procedures in collecting data. Research design, methods of data collection (primary data and secondary data), sampling design, research instrument, measurement scales, data processing and data analysis will be identified and discussed.

### **Chapter 4: Research Results**

This chapter will discuss on descriptive analysis, scale measurement and inferential analysis to show the overall results of the research from the data collected from questionnaire by analyzing on it

### **Chapter 5: Discussion and Conclusion**

This is the last chapter of this study. It covers statistical analyses, discussion on major findings, implications and limitations of research. The overall of this research will be discussed and concluded. In conclusion, recommendations will be explained for future used of the research.

## **1.8 Conclusion**

In this first chapter, we have discussed on the research background and come out with the problem statement of our topic. The main purpose of this research is clearly defined since we are able to identify our general and specific objectives. We study about a brief description on job satisfaction among employees in hotel industry and how core self-evaluations influence it. We also formed our hypothesis based on the

dimensions that originated from our conceptual framework. Besides that, under the significance of study, we have stated out the importance and contribution of the study. This is to show that how and why the research is important. Lastly, each chapter of this research is shown under chapter layout by providing a brief summary of each chapter.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

Chapter 2 concerns on reviewing literature and thus we need to read, analyze and summarize the scholarly materials on our chosen topic. This chapter examines why the researchers chose certain variables to be used and some main theories of our topic. According to Sekaran (2003), a good literature review presents to the researchers good independent and dependent variables that is related to the problem. Our main focus is job satisfaction and another focus is core self-evaluation (CSE). Next we study the important components of core self-evaluation. We will formulate the theoretical framework by identifying the relevant dimensions for our study. Lastly, to successfully identify the relationship between the important variables, hypothesis formulation is carried out before proceeding to Chapter 3.

### **2.1 Job Satisfaction**

According to Spector (1997), job satisfaction is the most popular studied variable in any organization or management topic. Although job satisfaction is widely studied by different researchers, there is still no universal definition of what job satisfaction represents. Spector (1997, p. 2) says that job satisfaction can be understood as the degree to which people favour or disfavour their works, which in turn motivates them to go to work. He lists the three important features that present in job satisfaction. First, organizations that are human-values oriented and treat employees with fair and respect. This serves as a good indicator for employee effectiveness as good mental and emotional employees tend to have high level of job satisfaction. Next, on the behaviour aspect, employees with high job satisfaction tend to behave positively and

vice versa. This greatly affects the daily activities and functioning of the organization. Thirdly, job satisfaction can be used as an indicator whether a change of organizational activities should be made. This is because the level of job satisfaction in different level of organizational units can be evaluated and whether an organizational unit changes that would boost performance should be made.

Locke (1976) says that it is recognized as having positive emotion from an appraisal of an individual's job. Furthermore, Kinicki and Kreitner (2003) state that it is the attitude, feeling or emotional response that people have towards their different aspects of the job. Job satisfaction consists of different dimensions and it is the total sum of several aspects. This means that a worker can be contented with one aspect of the job and discontented with another aspect of the job. For example, a worker is satisfied with his relationship with the supervisor and dislike the travel distance from his home to the office.

In addition, according to Hoppock (1935, p. 47), job satisfaction consists of any psychological, physiological and environmental circumstances that will lead to a people to truthfully satisfied with his/her job. However, Aziri (2011) states that although job satisfaction seems to be influenced by many external factors under this approach, it is still related to the inner feeling of the employees.

Moreover, when someone is happy with his/her job; it is likely that his/her perceived outcomes are actually matched with the expectation. Job satisfaction is closely related to the individual's behaviour in the work environment (Davis and Nestrom, 1985). This is because it represents every positive or negative attitude of employees toward the job. When a worker is proud and perceive he will succeed in the workplace, he developed sense of achievement. According to Kaliski (2007, p. 446), job satisfaction can be linked to productivity and personal well-being. It means that the person is enjoying the work with enthusiasm and happiness and doing it well and eventually being rewarded for his/her effort. Therefore, when the workforce is motivated and delivering top-quality performance, it implies the organization is having a high level

of job satisfaction. This ultimately leads to pay rise, promotion, recognition etc of the workforce. Lastly, Statt (2004) finds that job satisfaction can also be identified as whether a worker is contented with the rewards he received.

Throughout all the definition above, Locker (1976) gives the definition that can match with our studies well. Job satisfaction is simply because of positive emotions that results from the appraisal of an individual's job. This is further supported by Spector (1997) and Aziri (2011) that job satisfaction is actually related with the inner feeling of an employee and to the extent whether he likes or dislikes the job.

Reaction of people towards their job can be understood more thoroughly with intrinsic and extrinsic outcomes. In a broader sense, intrinsic factors are objects or events, which happened solely because of the employee's own effort or actions. Herzberg, Mausner & Snyderman (1959) say that these include advancement, work itself, achievement, recognition and responsibility. Without these stated factors, it would not always result in dissatisfaction. However, if they are present, they could be a great motivational force.

On the other hand, extrinsic outcomes are objects or events which resulted from the external environment rather than the job itself. Herzberg et al. (1959) claims that pay, working conditions, policies and administration of the company, interpersonal relations and supervision are the extrinsic factors. These are not the fundamental factors in the job environment. Presence of them do not necessary satisfy employees but their absence could likely cause dissatisfaction of employees.

### **2.1.1 Content and Process Theory**

According to Gelso (2006), theories are the scientific tools to explain the relationship between the variables. Theory strives to answer the why, where, when and how. It is not the same with descriptive questions that try to answer what and who. It identifies



important variables and links them to be tested as hypotheses through research (Bacharach, 1989).

Content theories, which are called needs theories, are to explain the nature and importance of the needs, drives and incentives and how the needs can motivate people at work to pursue strengths and goals in order to fulfil it. Fulfilled needs at the workplace will induce job satisfaction. However, the connection between needs and behaviour is criticized as being too simplistic and the assumption is based on everyone is responding to the same way on motivation, ignoring any other constraint (Locke, 1976). Content theories mainly consist of Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McClelland's Need for Achievement, Affiliation and Power.

Conversely, process theories focus on how goals and processes motivate workers rather than needs. They emphasize on the process on how people start and maintain their behaviour cognitively in order to induce job satisfaction (Locke, 1976, p. 1302). Theorists who stick to this approach are more likely to accept human differences and do not fit everything into a single category. Examples of main process theories are Equity Theory, Vroom's Expectancy Theory, Porter and Lawler's Model.

#### **2.1.1.1 Maslow's Hierarchy of Needs**

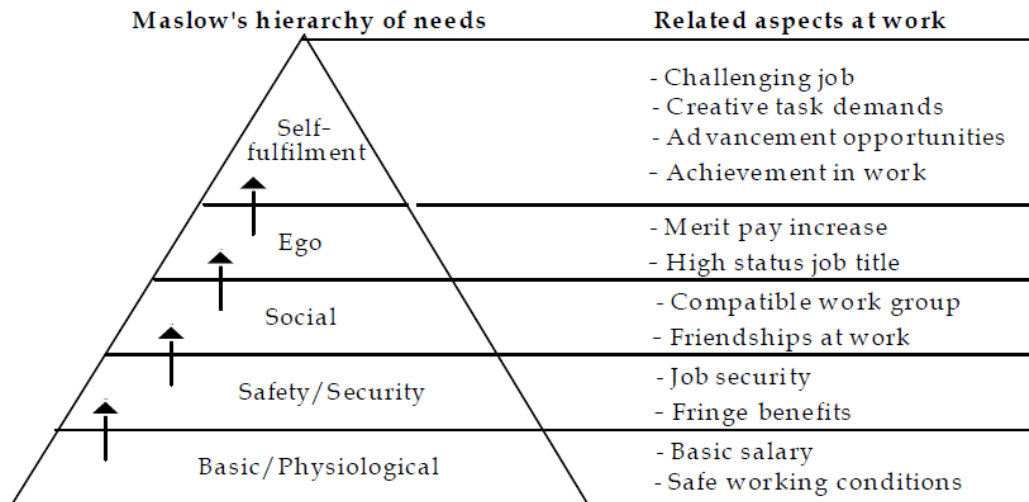
This is the first theory that serves as the foundation for all theories of job satisfaction. In the article 'A Theory of Human Motivation', Abraham Maslow (1943) says that there exists a hierarchy consisting of five levels which are physiological, safety, social, esteem, and self-actualization needs respectively. He further making three ideas: 1) Human wants everything. 2) Only unsatisfied needs will motivate people to achieve it while satisfied needs do not. 3) Human needs are arranged in five levels, ranging from the lowest to be the most basic, as soon as people fulfil the lower level of needs, they will seek to satisfy the next higher level of needs. Satisfied needs will

no longer be a motivational force. Within each level, there could be a lot of specific needs. Furthermore, he classifies deficiency needs as physiological, safety and social needs while growth needs are esteem and self-actualization needs.

- In the first physiological level, the most fundamental needs are included such as air, water, food, shelter etc. In our job context, it means basic salary, safe work conditions and so on.
- In the second safety level, it includes personal security from danger, health, well-being, familiar and predictable world etc. In our job context, it involves job security, fringe benefits and so on.
- In the third social level, sense of belongings and acceptance is very important and includes family, friends and so on. Most organizations can fulfil this because they have work groups and can develop friendship at work.
- In the fourth self-esteem level, people seek for prestige, achievement, knowledge, status and so on. Organization tends to have merit pay increase if employees perform well and can be awarded with higher status title.
- In the top self-actualization level, people seek to realize and achieve their full growth potential, self-fulfilment and creativity. It consists of achievement at work, advancement opportunities, challenging and creative tasks. In this level, people will never realize their needs, because this level is very hard to be met and tends to motivate people continuously.

In work environment, Maslow Hierarchy implies that managers have the responsibility to make sure the deficiency needs of employees are met. A safe environment and good pay should be provided as basic need. Next, a proper organizational climate that encourages employees to develop their fullest potential should be provided. Without all of these, employee frustration will increase and could result in lower work performance, lower job satisfaction, absenteeism and alternately leave the organization. This is very important to take care of employee's job satisfaction (Abraham Maslow, 1943).

Figure 2.1: Maslow's Hierarchy of Needs



Source: goldsmithibs.com. Motivation: Maslow's Hierarchy of Needs

### 2.1.1.2 Herzberg's Two-Factor Theory

Herzberg et al. (1959) argues that there are motivators and hygiene factors that are concerned on job content and job context. Motivators serve to satisfy job and hygiene factors are job-dissatisfiers. If individuals perceive hygiene factors as not enough, it will cause job dissatisfaction. Interestingly even if they are sufficient, individuals will not be remarkably motivated. It is extrinsic and includes components such as achievement, work itself, recognition, responsibility and advancement. They also equated hygiene factors as the deficiency needs and motivators as the growth needs in the Maslow's.

On the other hand, motivators are intrinsic factors such as company policy and administration, pay, supervision, working conditions, and interpersonal relations. Herzberg et al. (1959) says that better hygiene factors can only create less dissatisfaction but not more motivation. Only motivator's factors can motivate.

Herzberg et al. (1959) published this theory in order to study the implications of job satisfaction. Herzberg et al. (1959) argues that to increase job satisfaction, the motivation factors must be improved rather than improving the hygiene factors. For example, jobs should be restructured in a way that employees feel meaningful and related when doing it, and achieving their goal. During selection process, it is crucial to well match employee's ability and the structure of the work he need to do. Supervisors can also play a role such as providing recognition and planning the work effectively. Finally, employees should be provided the chance of setting their own goal. Workers will be more motivated and have a sense of achievement at work.

### **2.1.1.3 McClelland's Need for Achievement, Affiliation and Power**

McClelland (1961) identifies that people will eventually develop and acquire three needs in their life. The three needs are Need For Achievement (N Ach), Need For Power (N Pow) and Need For Affiliation (N Aff). He says that these three needs can present in an individual simultaneously but the weight that each of these needs carry varied. For example, people with high N Ach, moderate N Pow and low N Aff are characterized as successful entrepreneurs (Richard, 2000).

The people with high Need For Achievement (N Ach) has an unconscious need to seek challenging jobs and do better against a standard of success. They prefer personal accomplishment, feedback and prefer to be individual when doing tasks. Sales representatives commonly have this trait. Interestingly, high- performing managers in an organization have a direct link between their need for achievement and lesser relationship with power and affiliation. They thrive on overcoming difficult problems or situations.

Secondly, the people with high Need for Power seek to have massive impact on their followers. They seek opportunities to direct, control and command others. They often play the role of leaders and are stubborn. They like prestige and taking the job which

can have the impact on others such as teachers and ministers. Since they like competition, they are good with goal-oriented work tasks and they are good negotiators to convince people of an idea or goal.

Lastly, people with high Need for Affiliation prefer close relationship which can be accepted by everyone. They seek harmonious relationship with people. They spend time with family, friends and significant others and working in a group. They are people-oriented and not task-oriented. Example of occupations that prefer collaborative activities are counselors. They also do not like uncertainty and risk. When providing feedback to them, be personal rather than in front of people (McClelland, 1961).

#### **2.1.1.4 Equity Theory**

According to Hassan (2002), equity theory has been used as the theory to explain the organizational justice. Adams (1965) proposes that people are motivated to maintain the fair and equitable relationship among them and always avoid those relationships that are unfair. In other words, employee will weigh their level of contribution (input) against their level of outcome and then comparing this perceived input-outcome ratio against their fellow workers in similar position in the organization. If they find that the ratio is equitable to the referent others, then a state of satisfaction will occur. However, if they find that there is unfairness, it will develop tension of distress in them, they will be angry if they are undercompensated, or they will be guilty if they are overcompensated (Robbins, 1996).

Under this theory, Perry, Mesch, Paarlberg (2006) find that only when the reward are perceived as equitable and valued by employees, it can increase the employees job satisfaction. Therefore, they will strive to bring equality by reducing the discrepancy. For example, they might start cognitive process by changing the perceived input-outcome ratio of themselves or referent others. They can also change their behavior

by increasing or decreasing the subject's input or changing the received outcomes. They can also change their referent others, and if the method mentioned above are not effective, they can choose to leave the organization they serve since they cannot find any enjoyable aspects in it (Adams, 1965).

### **2.1.1.5 Vroom's Expectancy Theory**

Daft (2006) suggests that expectancy theory implies that individual will cognitively work on certain ways because they expect that certain behaviour will lead to certain outcomes, and it is multiplied by the preference or valence in the individual for that goal. Vroom (1964) makes four assumptions when developing the model, 1) People join organization to realize their expectations on needs and experiences, further shaping their reaction to the organization. 2) People's behaviours are based on conscious choice. That means they can choose freely what behaviours they like after calculating the expectations. 3) People desire many things such as salary, job security, promotion, benefits and others from the organization. 4) People choose certain alternative to optimize their specific outcome.

Based on these assumptions, expectancy, instrumentality, and valence are formulated. Expectancy means that a perceived good effort will lead to a good performance. Instrumentality is an estimation of the worker that after achieving task, performance will lead to several work outputs. Valence is the perceived strength of the desirability of the employees towards particular reward (Lunenburg, 2011).

In order to strengthen the performance and job satisfaction of employees, company should revise the use of systems that tie rewards very closely to performance. The rewards provided must also be sure that it is deserved and wanted by the recipients. Next, to improve the effort-performance tie, training can be provided to managers to improve their capabilities and belief that added effort tends to give higher performance (Lunenburg, 2011).

### **2.1.1.6 Porter and Lawler's Model**

This model is very popular in explaining the job satisfaction process. Based on Vroom's theory, Porter and Lawler (1968) have studied motivation topic more completely. Reward value and probability enables the employee to perceive the reward that he valued will only come with a certain effort. Hence, he will put in the required effort. But effort does not lead directly to performance, it is more likely influenced by abilities and traits and role perception of the employees.

Furthermore, perceived equitable rewards can only determine the job satisfaction of the workers. That means performance will never determine the satisfaction for the workers. This model further implies that motivation can only be induced by the 'perceived effort-reward probability'.

In order to increase job satisfaction, top management can try to assess the satisfaction of managers and those managers that effectively evaluate and reward their subordinates can be given concrete rewards. Furthermore, they should focus on the attitude of employees such as what they want from their job and their reward expectation. Job satisfaction can also improved if the top management actively revise their reward and remuneration policies and continuing monitoring between the relationship of performance and reward expectation (O'Neill, G., n.d.).

## **2.2 Core Self-Evaluation**

Core Self-Evaluation (CSE) is a popular topic that has been discussed by many researchers. CSE theory was first introduced by Packer (1985), who suggested that the fundamental appraisal will affect the assessment of specific circumstances. According to Packer (1985), these fundamental appraisals that have been discussed are regarded as core evaluation (Chang, et al., n.d.). Judge, et al. (1997) extended the idea of Packer by focusing on CSE and they defined CSE as the elementary

conclusion or bottom-line evaluations that personally owned by a person. CSE also can be defined as a fundamental appraisal of a person in term of the evaluation of self-worthiness, self-efficacy and competency (Dormann et al., 2006; Judge et al., 2003; Johnson et al., 2008).

From previous studies, we found that CSE has interdependent relationship with some criteria, including job satisfaction (Bono & Judge, 2003; Locke, Judge, Durham, & Kluger, 1998; Rode, 2004), job performance (Judge & Bono, 2001; Judge, Erez, & Bono, 1998; Judge et al., 2003), and happiness and life satisfaction (Judge, Erez, Bono, & Thoresen, 2002). The first criteria of CSE has been discussed over the previous studies is job satisfaction. Therefore, CSE is an interpretive variable of job satisfaction (Bono & Judge, 2003; Judge et al., 1998).

According to Judge, Locke, & Durham (1997), the traits that provided in the concept of CSE will be useful in predicting the relationship between CSE and job satisfaction. In CSE theory, there are four well-established sub-dimensions that used to assess or evaluate the trait of the person. The four sub dimensions are self-esteem, generalized self-efficacy, locus of control and emotional stability (or inversely of neuroticism). Self-esteem can be explained as how a person places a value on himself/herself and how a person sees himself/herself as a capable, competent, successful and worthy (Harter, 1990; Judge, Bono, Erez, & Thoresen, 2003).

Generalized self-efficacy is a trait that measures the capabilities of a person whether they can perform well in various situations (Locke, McClear, & Knight, 1996; Rode, Judge, & Sun, 2012) Locus of control is concerned about the extent to which a person who wants to make sure that all the things happened in their life are within their control (Piccolo, Judge, Takahashi, Watanabe & Locke, 2005). Emotional stability is represented by the propensity to reveal the indigent of emotional adjustment. Emotional stability can be defined as an individual's ability to control their emotion according to the changes happened in the surrounding (Robert & Hogan, 2001).



Judge et al. (1997) noted that CSE are interrelated with job satisfaction through direct or indirect methods. There are four sub-dimensions of CSE which are sharing common core and is concerned about the evaluation or assessment of an individual. The four sub-dimensions of CSE that are mentioned by Judge & Bono (2001); Judge, Locke, Kluger, Durham (1998) is treated as a single factor that will affect the job satisfaction. Therefore, these four sub-dimensions of CSE are independently correlated with job satisfaction. An individual who has high CSE which means he/she has positive self-concept. An individual who has high self-esteem, high generalized self-efficacy, internal locus of control and high emotional stability is a person who is well-adjusted, positive and always believe in his own judgments (Judge, Erez, Bono, & Thoresen, 2003).

According to Judge and Bono (2001), there is a correlation between CSE and job satisfaction from a meta-analysis results. In other word, the four sub-dimensions of CSE which are self-esteem, generalized self-efficacy, locus of control and emotional stability have significant relationship with job satisfaction. CSE also acts as an important predictor of job satisfaction (Judge & Bono, 2001).

Based on the literature review, the following hypothesis is being formulated:

H<sub>0</sub>: There is no significant relationship between core self-evaluation and job satisfaction of employees in hotel industry.

H<sub>1A</sub>: There is a significant relationship between core self-evaluation and job satisfaction of employees in hotel industry.

### 2.2.1 Self-esteem

Self-esteem is being categorized as central aspect of the self-concept which has been widely deliberated by researchers. There are no any accurate guidelines or special requirements in defining self-esteem (Baumeister, Camphell, Krueger & Vohs, 2003). Thus, there are several definitions that have been mentioned in the journals. According to Rosenberg (1965), self-esteem is referring to the self-evaluation of a person whether the action taken is favorable or unfavorable by an individual. With the extension of this idea, Rosenberg (1986) has treated an individual as an object in order to study the thoughts and feelings of an individual that under the concept of self-esteem. Besides that, self-esteem can also be explained as the perception of a people towards himself/herself and how an individual values himself/herself as a capable person (Baumeister, et al., 2003).

The first empirically oriented theory that discussed the concept of self-esteem is terror management theory. In terror management theory, self-esteem is a protective shield that being used to shelter people from neurotic behaviors (Pyszczynski, Greenberg, Solomon & Arndt, 2004). According to Leary (1999), self-esteem has been mentioned in socio meter theory and self-esteem acts as an essential meter to monitor the quality of the relationship between an individual and others. In addition, self-consistency theory is one of the theories which discussed the self-esteem level. According to Korman (1970), an individual will behave well in order to fulfill his/her desire level of self-esteem. Korman (1970) has suggested that self-esteem level could actually leave an impact on one's job performance which eventually leads to the variation of the job satisfaction level.

Some researchers have studied the effect of self-esteem level as an arbitrator of roles stressors on job satisfaction, job stress and job burnout under behavioral plasticity theory. The relationship between roles stressors and job satisfaction can be weakened by high self-esteem level of one person. There is a study that has been discussed by Brockner and Hess (1986) on the self-esteem and job performance in quality circles.

Quality circle can be defined as a group of employees who work in the same department and try to communicate and interact with each other in order to solve the problems. According to Wood, Hull & Azumi (1983), in quality circle, the involvement of the employees will give advantages to themselves and the organization. Besides that, quality control technology is an important component in quality circle, therefore the employees must be well-trained in group dynamics and must have good problem-solving skill.

The perception of a person about his/her behavior will affect the self-esteem. If a person thinks that his/her job is unsuitable for them, then the self-esteem level of he/she will become negative because he/she does not feel belongingness to the job. A person who has higher self-esteem will use more accommodative self-regulatory strategies if compared with a person who has lower self-esteem (Baumeister et al., 2003). High self-esteem person will tend to be more confident and outstanding, whilst a person who is shy and introvert will be classified as a low self-esteem person. Beyond that, person with high self-esteem will take risk as a challenge and will try their best to solve them, whereas the low self-esteem person will refuse to take the risk and try to avoid it if possible because they think that they cannot handle the challenge (Baumeister et al., 1989).

According to Alavi & Askaripur (2003), there is significant relationship between self-esteem and job satisfaction of employees. An employee who has higher self-esteem will perceive higher job satisfaction than those who has lower self-esteem. Self-esteem and job satisfaction have positive relationship where the increase in self-esteem will lead to the increase in job satisfaction. Therefore, there is an important way to increase the job satisfaction of the employees by enhancing the self-esteem level of the employees.

The following hypothesis is being formulated after the literature review:

- $H_0$  = Self-esteem is not positively related to employees' job satisfaction in hotel industry.
- $H_{1B}$  = Self-esteem is positively related to employees' job satisfaction in hotel industry.

### **2.2.2 Generalized Self-efficacy**

According to Bono & Judge, (2003), generalized self-efficacy is explained as the ability of one in assessing of oneself potential of completing a wide scope of challenge successfully at global level. This definition was also discussed in Locke, McClear, & Knights' study, a form of evaluation on one's ability to handle life's challenges. One's ability to perform is related to his belief in what he can do or in other word how one perceives one's competency as great or poor will directly influence one's motivation in attaining goals (Gardner & Pierce, 1998; Oyler, 2007).

Based on Bandura's study, studies have related self-efficacy to job stress (Brunborg, 2007). For example a study was carried out by Salanova, Peiro, and Scaufeli (2002), investigating the result of job demand, job control, and self-efficacy on burnout among information technology workers. According to Salanova et al. (2002), from their study it is clear that high self-efficacy leads to low job burnout which lead to a conclusion that high self-efficacy individuals will manage better with job control whereas individuals with low self-efficacy perceive high job control aggravate job stress in jobs with high demands.

Apart from the above studies, other research suggests that individuals with high self-efficacy tends to position themselves as gaining control over their environments and

decide themselves as competent in dealing with a wide range of stressful situations (Locke, Judge & Adam, 2010). Locke et al. (2010) therefore give reason that high generalized self-efficacy individuals may recognize jobs as autonomous while the opposite recognize jobs as bureaucratic. In addition various researchers have expanded the area of control to area of employee engagement. Studies of work engagement and self-efficacy were carried out on female school principals (Bakker et al. 2006) and skilled Dutch technicians (Xanthopoulou et al. 2007) as cited in (Shorbaji et al. 2011), employees with high work engagement displayed more self-efficacy and energy which give them more control over their work lives circumstances.

Referring to Styvaert (2011), he states that self-efficacy impacts on individual alternatives, backgrounds, endeavor, capability to cope and skill accession. According to Bandura, (1992) self-efficacy is described as an important trait in determining individuals persistent towards stressful situations and how much effort they are willing to put forth. Study shows that individuals who scores high in self-efficacy are able to achieve goal outcomes more likely and glean satisfaction their existing jobs (Judge & Bono, 2011). (Judge & Bono, 2011). Based on the result derived from Srivastavaa, Locke, Judge & Adams (2010), high generalized self-efficacy shows a positive relationship with job satisfaction because people with high self-belief to personal control are likely to relate favorable outcomes based on personal endeavor and potential and not external factors. Further research by Judge & Bono (2011) also exhibit a positive relationship between CSE's traits and job satisfaction and job performance displaying positive nonzero mean correlations.

In addition to support our research, we have searched further and found a research study on the impact of core self-evaluation on job satisfaction with mediating variable of society embeddedness. This research explained how generalized self-efficacy (variable in CSE) works around job satisfaction and community embeddeness. According to Oyler, (2007) the study shows that individuals who scores in high generalized self-efficacy (variable in CSE) will experience a higher job satisfaction

and become more implant in their society which in turn impact back on the level of job satisfaction. This underlying theory comes from one's perceived self-worth where high positive self-worth individuals see the value of society interests and external stakeholder in respect as the essential elements of overall job satisfaction and its various facets. As a result, high self-efficacy individuals (variable in CSE) established a more relations in the community which in the end result with a higher degree of job satisfaction (Oyler, 2007).

The following hypothesis is being formulated based on the above literature review:

- $H_0$  = Generalized self-efficacy has no significant relationship with employees' job satisfaction in hotel industry.
- $H_{1c}$  = Generalized self-efficacy has a significant relationship with employees' job satisfaction in hotel industry.

### **2.2.3 Locus of Control**

According to Judge & Bono (2001), locus of control is the belief of a person on his or her ability's to control the outcome of own action. It is about individual's point of view that things happened are depends on one's behavior. People tend to believe that reason of conducting an action will affect their attitudes and also behaviors. Locus of control refers to the confidence in controlling the outcomes.

Rotter (1966) who was a psychologist divided locus of control into two categories which are internal and external locus of control. Internal locus of control is the degree to which a person believes that he has the ability and effort to fully control to what happens. External locus of control is where a person believes that he or she does not have the ability to control a certain events that happened. Individual with high

internal locus of control strongly believes that they are the one who can decide and control their own fate. They have a strong sense in what they are doing with the consequences of these to them as the level of confidence is high among them. On the other hand, people with external locus of control believe that they do not have the power and capability to control over their fate since they perceive that what happened to them is depending on external factors or also can be seen as luck that is out of their control.

Spector (1982) tells that the level of job motivation, job performance and job satisfaction of those people with high internal locus of control tend to be higher than people with external locus of control. Research has also suggested that a person who can handle and has a better control in anything happen on him or her will satisfy with own action and thus lead to higher level of work motivation. This will motivate them to achieve better success in fulfilling work tasks. Liden and Arad (1996) claim that internals look forward to high task performance as their objectives are clear to deserve their rewards for great efforts. Those people with high internal locus of control prefer jobs that require skills but externals prefer jobs that require luck (Kahle, 1980).

Based on several studies on locus of control of executives, results have shown that executives that under internal locus of control are comfortable in using product differentiation and innovation strategy but they are not good in using low-cost strategy (Boone, De Brabander, and Hellemans, 2000; Miller, Toulouse, and Kets de Vries 1982; Miller and Toulouse, 1986a, 1986b). Miller and Toulouse (1986a) conducted a study and found that those with internal locus of control are able to perform well in dynamic environments. Based on Miller and Toulouse (1986b), top executives with internal locus of control encourage product innovation and seek for orientation towards the future. Besides that, according to Yukl and Latham (1978), internals tend to set more challenging targets so that they will work hard to achieve what they want. The needs for achievements are important to them. During a meta-analytic study, Mudrack (1990) also describes that internals put a lot of efforts in their

work to achieve their goals rather than by using improper means. Furthermore, after a study was examined by Wally and Baum (1994), they showed that there is no connection between those with internal locus of control in terms of experience, intelligence or centralization. It is about the behavior of taking risks and unexplained feelings or instinctive knowing of an individual.

Judge and Bono (2001) have proposed that the locus of control is linked to job satisfaction. Job satisfaction tend to be higher for employees who have internal locus of control as they have strong feelings to achieve their desirable goals without afraid to handle hard jobs by pushing aside of all obstacles and difficulties. In contrast, employees with external locus of control will lower job satisfaction since they are likely to stick with dissatisfying jobs. (Blau, 1993; Spector, 1982).

The following hypothesis is being formulated after the section of literature review:

- H0: Locus of control is not positively associated with employees' job satisfaction in hotel industry.
- H1D: Locus of control is positively associated with employees' job satisfaction in hotel industry.

#### **2.2.4 Emotional Stability**

According to Barrick and Mount (1991), emotional stability can be defined as positive emotionality by referring to several qualities such as stable, assured, not easily depressed, secure and steady. The opposite view could be defined as emotional instability (neuroticism) in which the personality traits tend to be anxious, anxiety, depressed, and worried. Based on the authors, emotional stability had comprised certain traits such as nervousness, anxiety, stress resilience and affect which are possible to affect someone's job outcomes in an organization. For example, if an



individual is considered as emotional instability, easily depressed, insecure, cannot tolerate high stress levels, or highly anxious, he is not likely to accept challenging work as compared to emotional stable individual.

There was another viewpoint from another authors regarding emotional stability. According to Robert and Hogan (2001), emotional stability can also be interpreted as an individual's ability to adjust their emotion according to the surrounding world. One indicator of low emotional stability is having negative response towards own life and work situations. This is because that individual are tend to be more anxious, easily depressed and have poor self-concept. Such individuals often have the characteristics of being fear, guilty and timid. Individuals who are emotional instability will tend to focus on those negative aspects of themselves, life, work and others around them (Barrick et. al, 1991). The researchers had been investigating the relationship between emotional stability with the individuals' workplace.

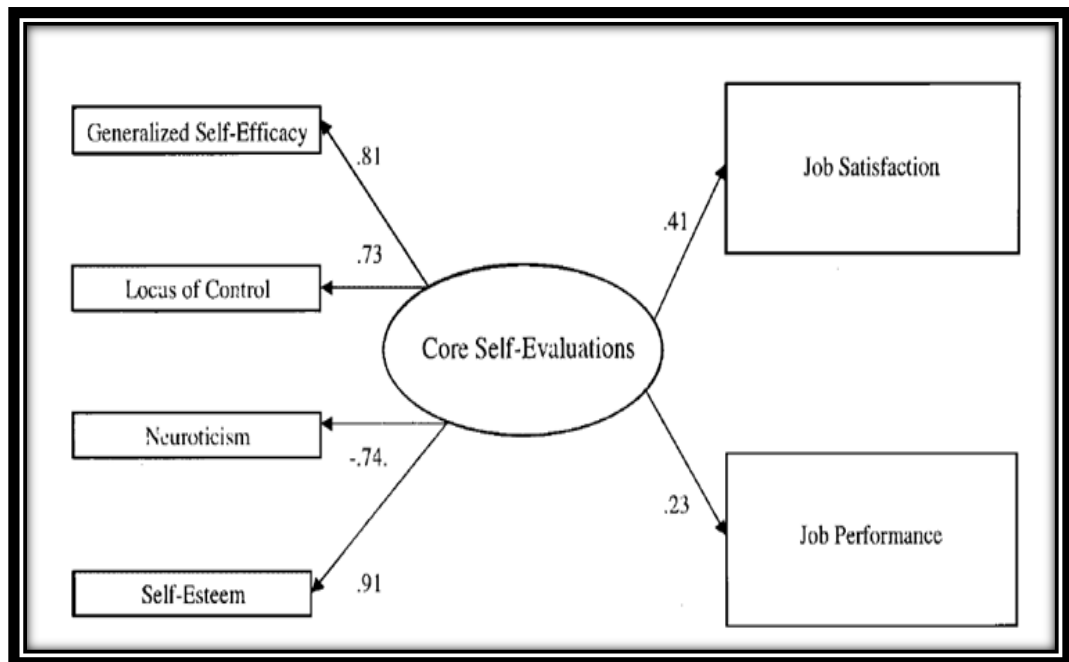
According to the authors Timothy, Joyce, Amir, Edwin (2004), low emotional stability tends to have negative correlation towards the job satisfaction. Less emotionally stable persons may tend to perceive their job in a negative way as they will also recall more negative aspects than others (Neckowitz and Roznowski, 1994). Based on Judge and Bono study in (Crawford, 2008), the investigators conducted a sample of 216 studies with a total of 274 correlations in obtaining true score correlation for the correlation between core-self evaluation and job satisfactions. The result showed that emotional instability had scored 0.19 which are the lowest among other elements of CSE. It is also reported that individual who scores low in emotional stability are more likely to react adversely and show negative emotion towards undesired events which would lead to low job satisfaction. According to the studies of Timothy, Bono (2001), emotional stability shows the lowest correlation in both job satisfaction and performance ( $p=0.8$ ). Therefore, it does not appear as the most valid traits in estimating the employees' job satisfaction and performance.

The hypothesis was formulated as below based on the literature review:

- $H_0$ : There is no significant relationship between emotional stability and employees' job satisfaction in hotel industry.
- $H_{1E}$ : There is a significant relationship between emotional stability and employees' job satisfaction in hotel industry.

## 2.3 Review of relevant theoretical models

Figure 2.2: Conceptual Model



Adapted from: Joyce Bono and Timothy Judge. (2003). Core Self-Evaluations: A Review of the Trait and its Role in Job Satisfaction and Job Performance. *European Journal of Personality Vol 17: S5–S18*, pp10.

### **Core self-evaluation and job satisfaction**

Based on the previous research, the authors Joyce and Timothy (2003) had examined the correlation between core self-evaluation and job satisfaction. In the authors' studies, they found out that there were approximately 37% of the influences of core-self evaluations towards job satisfactions are mediated by individuals' perceptions of the intrinsic job characteristics. Individuals who score high in core self-evaluation tend to have more rewarding jobs. Other than that, the authors also find out that actual achievement of complex jobs is also the factor which might affect individuals' job satisfaction. Therefore, it can said as positive individuals are actually undertaking more challenging jobs at the same time they would also perceived the jobs as equal complexity and able to fulfilled the intrinsic job characteristics. The authors also found out that, there are discussion about individuals who scores high in core-self evaluations tend to choose more complicated tasks in which the task complexity are partially intermediated the relationship of core self-evaluation and task satisfactions.

### **Core self-evaluation and job performance**

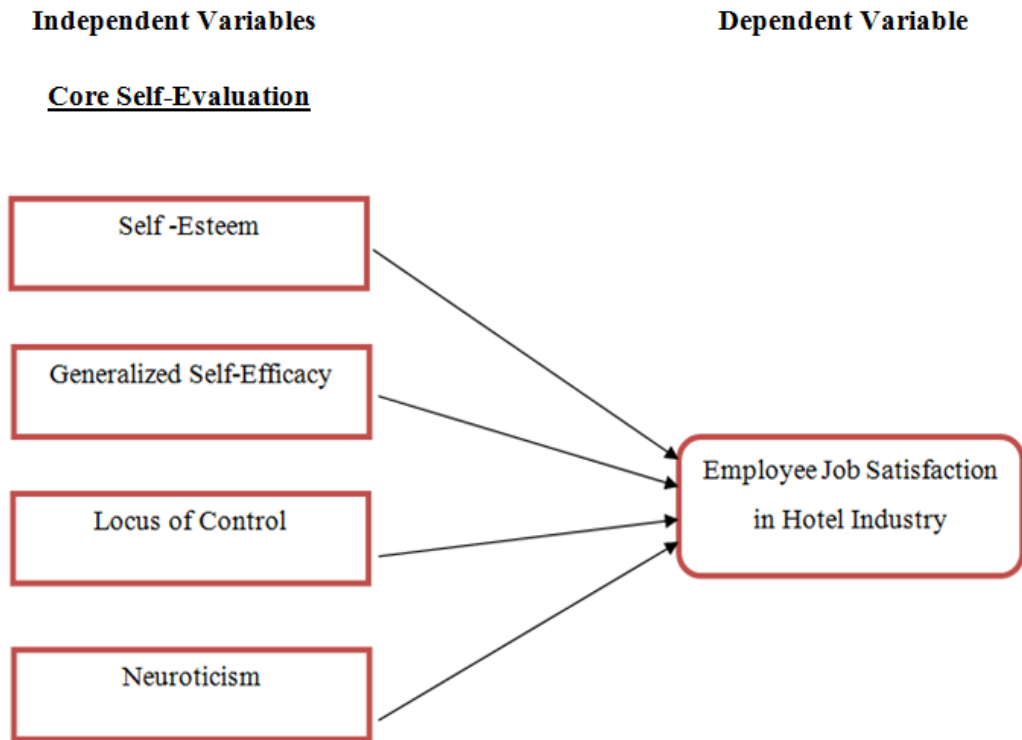
Based on the similar framework proposed by Joyce and Timothy (2003), the authors also investigated the relationship between core self-evaluation and job performance. Based on their findings, individuals with higher core self-evaluation have higher motivation in performing their jobs. Since motivation serve as the determinant for job performance, the authors believed that individuals with positive self-view (confidence) would perform their job better. In addition, the author also found out that employees' motivation mediated the relationship among core self-evaluation and job performance. Generally, motivation had partially mediated the relationship between core self-evaluation and job performance. The possible form of motivation can be viewed as expectancy, motivation and self-determination.

On the other hand, the authors found out that motivation can be represented by the ability or skill factor for certain positions. For example, people with positive self-

evaluations might have effective way in solving their problems. Thus, they can be more effective and efficient in the position which required positive interpersonal relations or stress tolerance. The authors identified that managers with high grade in core-self evaluation are better in coping with organizational change.

## 2.4 Proposed theoretical/ Conceptual framework

Figure 1: The Study's Proposed Theoretical Framework



Source: Developed for research

Based on our findings we proposed that employee job satisfaction in hotel industry (dependent variable) is influenced by core self-evaluation (independent variable) represented by four traits: self-esteem, generalized self-efficacy, locus of control and emotional stability. Our research aims at investigating the possible relationship between core self traits and job satisfaction.

### **2.4.1 Self-Esteem**

Many studies have been done to find out the relationships between self-esteem and job satisfaction. There are only few researches that focused on the relationship between self-esteem and job satisfaction. Extracting from study by Piccolo, Judge, Takahashi, Watanabe and Locked, (2005), their research test shows a positive correlation between self-esteem and job satisfaction with ( $r=0.53$ ). Based on these researches, we found that there is a correlation between self-esteem and job satisfaction.

### **2.4.2 Generalized Self-Efficacy**

Study shows that individuals with high self-efficacy are able to achieve goal outcomes more likely and glean satisfaction on their existing jobs (Judge & Bono, 2011). Based on result derived from Srivastavaa, Locke, Judge & Adams (2010), high generalized self-efficacy shows a positive relationship with job satisfaction because people with high self-belief to personal control are likely to relate favorable outcomes based on personal endeavor and potential and not external factors. Further research by Judge & Bono, (2011) also exhibits a positive relationship between generalized self-efficacy and job satisfaction and job performance displaying positive nonzero mean correlations. An example from study by Piccolo et. al (2005), the test shows a positive correlation of ( $r=0.44$ ) between generalized self-efficacy and job satisfaction.

### **2.4.3 Locus of Control**

Judge and Bono (2001) have proposed that locus of control is linked to job satisfaction. Job satisfaction tend to be higher for employees who have internal locus of control as they have a strong feelings to achieve their desirable goals without afraid to handle hard jobs by pushing aside of all obstacles and difficulties. In contrast,

employees with external locus of control will tend to have lower job satisfaction since they are likely to stay with dissatisfying jobs. (Blau, 1993; Spector, 1982). Referring to Piccolo et. al (2005), the correlation results between locus of control and job satisfaction has a positive correlation of ( $r=0.34$ ).

#### **2.4.4 Emotional Stability**

Based on Judge and Bono in (Crawford, 2008), result showed that emotional stability score a correlation of 0.19 which are the lowest among other elements of CSE. It is also reported that individual who scores low in emotional stability are more likely to react adversely and show negative emotion towards undesired events which would lead to low job satisfaction. According to the studies of Timothy, Bono (2001), emotional stability illustrated the lowest correlation with both job satisfaction and performance ( $p=0.8$ ). According to Piccolo et. al, (2005), a study of core self-evaluation and job satisfaction in non-western culture also displayed a negative correlation of ( $r=-0.54$ ,  $p<0.05$ ). Therefore, it does not appear as the most valid traits in estimating both of the job satisfaction and performance.

#### **2.4.5 CSE and Job Satisfaction**

In year 1997, Judge and Timothy research on self-evaluation concept and they came out with core self-evaluation theory which are explained by four traits which are: self-esteem, generalized self-efficacy, locus of control and emotional stability. Based on that particular research they foretell the relation of core self-evaluation with job satisfaction and the following year, they conducted their first test based on their earlier prediction. The results show an overall positive correlation of 0.48 between core self-evaluation and job satisfaction (Judge et. al, 1998). In order to strengthen our proposed framework, we use other authors' research to support our framework. For example according to Judge and Bono (2001), they have carried out a meta-

analysis which also presented a positive correlations between core traits and job satisfaction ranging from 0.24 for emotional stability to 0.45 for generalized self-efficacy. In a study carried out by Srivastae. al (2002) on management students, the researcher explained task complexity as a partially mediating variables between core self-evaluation and job satisfaction. The outcome of the study shows that management students who attain high core self-evaluation prefer harder task. For further enhancement again we refer to Piccolo et, al (2005) study outcomes. The study validate that CSE concept directly influences job satisfaction by displaying an overall positive non-zero correlations between core traits and job satisfaction ( $r=0.49$ ). Therefore throughout our research, we can conclude that there is a consistency in proving the positive relationship between CSE and job satisfaction thus strengthening our proposed framework.

## 2.5 Hypotheses development

H<sub>1A</sub>: There is a significant relationship between core self-evaluations and employee's job satisfaction in hotel industry.

H<sub>1B</sub>: Self-esteem is positively related to employees' job satisfaction in hotel industry.

H<sub>1C</sub>: Generalized self-efficacy has a significant relationship with employees' job satisfaction in hotel industry.

H<sub>1D</sub>: Locus of control is positively associated with employees' job satisfaction in hotel industry.

H<sub>1E</sub>: There is significant relationship between emotional stability and employees' job satisfaction in hotel industry.



H<sub>1F</sub>: The four core self-evaluation traits are positively related to employees' job satisfaction in hotel industry.

## **2.6 Conclusion**

Based on various materials such as online literatures and journals, the independent and dependent variables in this chapter has been clearly defined. Besides, an appropriate theoretical framework and hypothesis has also been developed and verified through the reviewing and studying of various journal articles. The following chapter involves the description and discussion of research methodology used to discuss the result of our research study.

## **Chapter 3 Research Methodology**

### **3.0 Introduction**

Chapter 3 outlines the means of conducting the research methods and procedure involved when collecting data. This chapter describes the research design in evaluating the role of CSE on employees' job satisfaction in hotel industry. Moreover it also explains the sample selection, describes the procedure used in designing the instruments, data collection methods, sampling design, research instrument and provide an explanation of the statistical procedures used in analyzing collected data.

### **3.1 Research Design**

Research design is a technique that points out ways and methodology for gathering and scrutinizing the required information (Zikmund et al., 2010). For this study we are using descriptive research methodology in order to describe the characteristic of CSE traits as formulated in the research questionnaire. The descriptive research explains about the attributes of people, objects or environments (Mark et al., 2009). The questions formulated in the questionnaire serve to corroborate the relationship between the traits underlying CSE and job satisfaction enabling test on the hypothesis formulated in literature review. A survey will be administered to a selected sample in this study (employee population in a hotel). The survey instrument to be used in this study is questionnaire forms. Furthermore we are using quantitative approach in our research. According to Mark et al, (2009), quantitative research method is the process of gathering data by using data collection and analysis technique that uses and generates mathematical data. In our research, we collect data through survey questionnaire and analyze the collected data with Statistical Analysis System (SAS). Based on the result analyzed by SAS software, a conclusion will then be made on our

research topic on the relationship between traits in CSE and job satisfaction in hotel industry.

## **3.2 Data Collection Methods**

In our study, we are going to study the relationship between the four traits underlying CSE (self-esteem, generalized self-efficacy, locus of control and emotional stability) towards employees' job satisfaction in hotel industry through survey questionnaire distribution. The targeted respondents are managerial and non-managerial staff working in a hotel.

### **3.2.1 Primary Data**

Primary data is the collection of information exactly from the initial experience. It represents data that have yet to be published and interpreted into useful information that can be used for present and future studies. Primary data are important as it serves as a basis for a new research study which provides an original form of data which is more reliable and authentic. There are many forms of primary data which includes observation, interview, and questionnaire.

In our research the primary data are collected through the distribution of questionnaires to our target respondents which are the hotel staff. The questionnaires are adopted and adapted through various relevant online materials. Upon collecting primary data, researchers are required to analyze and interpret the data thus transforming the data into knowledge information. That knowledge information serves the research objective of this study in finding out the role of CSE on employees' job satisfaction in hotel industry.

### **3.2.2 Secondary Data**

Secondary data is the data collected and is on record by the researchers preliminary to and for a purpose with exception to the current research. It requires no access to respondents or subjects. Secondary data are usually used to support a research problem and gain information to understand the research background. In this study, secondary data are obtained and reviewed in chapter two, literature review.

In this study we obtained the information on CSE and job satisfaction through UTAR online database (OPAC), Google and educational documents. For example, published online journals, websites, books and lecture slides. Secondary data provides a fast access to information as the data have been transformed into information by respective authors. In addition, secondary data are less expensive and is more reliable since it can be obtained through internet and the research works are supported by various references.

However researchers are encouraged to conduct cross-check to ensure the consistency of the data by comparing data from one source with data from another source. Reasons are secondary data may be outdated, vary in definition terms, use different units of measurement, and lack the information to directly support our research. Therefore primary data (questionnaire) are required to consolidate our research.

### **3.3 Sampling Design**

According to Kenneth N. Ross (2005), sampling is a mean to derive important generalized information about a population. There are many reasons of which why sampling is an important approach when conducting a research. The followings are reduced cost and time associated with collecting and interpreting data, reduced requirement for conducting fieldwork and promotes better accuracy.

### **3.3.1 Target Population**

We have calculated that there are a total of 660 Hotels ranking from two to five stars in Malaysia ('Welcome to All Malaysia Full Listing Hotels', n.d.). There is limited information on the hotel employee population in Malaysia. Since there is a lack of time, resources and cost associated with our research, we focus our research area in three particular states, Perak, Penang and Kuala Lumpur. The survey is conducted at any hotels ranking from two stars or more in the above chosen states. In this research we excluded hotels with ranking less than two stars to increase our research precision.

### **3.3.2 Sampling Frame and Location**

A sampling frame is explained as a list of all eligible members of population from which the samples are being drawn (Lakshmi, 2003). This frame must achieve no bias, accurate, and specific because it defines the population that being studied completely. It is not possible to make judgment or through direct observation of every population being studied and the frame helps to restrict the target population to a manageable figure so that the researchers can draw conclusion for the entire population.

'The sampling frame is commonly prepared in the form of a physical list of population elements even though it may also consist of rather unusual listings, such as directories or maps, which display less obvious linkages between individual list entries and population elements' (N. Ross, 2005). According to Ross (2005), sampling frame that are well composed are one that enables the researchers to 'take root' of the defined target population. This also means that there should be no impurities of the listing either with erroneous entries or entries which would define the elements associated with the precluded population.

On the other hand, the sampling location for our research is placed on Penang, Perak and Kuala Lumpur. The reason of why these three places were chosen is because of these states are popular of tourism activity in Malaysia like Batu Ferringhi beach in Penang, Lost World of Tambun in Perak and KLCC in Kuala Lumpur. These places have high varieties for the tourists to stay when they are having their vacation. Different hotels might ease the researchers to identify the relationship between core self-evaluation and employees' job satisfaction. Thus the questionnaires are distributed across the hotels in three different states.

### **3.3.3 Sampling Element**

The respondents for the research are mostly on employees working in hotel industry. In this study we referred to the managerial and non-managerial employees from hotels in Malaysia. The scope of employees' includes both the middle level and the lower level or operational management of the hotel organizational hierarchy ranging from human resource managers, admin staffs, cashiers, housekeepers, receptionists and other similar department staffs.

### **3.3.4 Sampling Technique**

For this study, the sampling technique that had been chosen was probability sampling technique whereby respondents is being selected in the form of random selection. The probability sampling technique used is cluster sampling. Cluster sampling is used because we distributed the questionnaire based on geographical regions. Since the number of hotels in Malaysia is more than 600, therefore it will be easier for us to conduct this research by grouping the respondents based on three main states which are Perak, Penang and Kuala Lumpur.

Upon arriving at the hotel, we distributed our survey questionnaire to the staffs we came across inside the hotels. Besides, we distributed our survey questionnaire to the human resource department of the selected hotels and after the manager completed the survey, he/she is in charge of distributing the questionnaires to the staffs under him/her.

### **3.3.5 Sampling Size**

A total of 200 questionnaires were prepared and distributed based on self-administered to respondents, employees who work in Malaysia hotels at different states, which are Perak, Penang and Kuala Lumpur.

## **3.4 Research Instrument**

The research instrument that is used in this research is survey questionnaire because we plan to carry out a survey on the employees who working in the hotel industry. We designed and printed out 200 copies of questionnaires which will be completed by the target respondents. The reason behind not adopting a self-administered questionnaire is because we take into consideration that people may prefer more to fill in paper surveys instead of online survey. Therefore we will distribute the questionnaires personally to various hotels in Malaysia.

The period used to distribute and collect back the completed set of questionnaire is relatively one month time. The time frame of data collection process is organized during the university semester break of two weeks and the following two weeks. The first week involved distribution of questionnaires to various hotels ranging from Perak, Penang and Kuala Lumpur and the set of questionnaires were passed on through the human resource management for further distribution. Upon distribution the human resource manager promised to complete the survey questions within two

weeks. The completed set of survey questionnaires are then collected the following weeks and are ready for analysis.

### **3.4.1 Questionnaire Design**

Alternately the design questionnaire comprises of Section A and Section B. The first part of the questionnaire, section A collects the respondent demographic information. This part consists of six questions designed to collect respondent's personal information based on gender, age, managerial or non-managerial position, educational level, length of employment with company and ethnic group. Section B is divided into five parts which consist of independent variables (self-esteem, generalized self-efficacy, locus of control and emotional stability) and dependent variable (job satisfaction) whereby each part requires respondents to fill in questions which are relevant indicator used to measure the impact towards employee job satisfaction. There are five points of likert scale ranging from strongly agree to strongly disagree assigned to each of the questions in our questionnaire.

### **3.4.2 Pilot Study**

To successfully test the reliability and validity of the survey questionnaires prior to the actual survey, a total of 30 samples were selected to carry out a pilot test. The pilot test was conducted in Kampar whereby the 30 samples were distributed to the staffs working in Grand Kampar Hotel. The distributed samples were then collected three days after the distribution. The completed set of pilot studies is then tested for its reliability using Statistical Analysis System (SAS). The reliability of the scale measurement of all variables is indicated by the Cronbach's Alpha. The interpretation of the Cronbach's Alpha is shown.



Table 3.1: Interpretation of Cronbach's Alpha

Alpha Coefficient Range (Reliability)	Strength of association ( $\alpha$ )
Very good	0.80 to 0.95
Good	0.70 to 0.80
Fair	0.60 to 0.70
Poor	Less than 0.60

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

Each construct of variables is tested separately with Cronbach's Alpha. The results are shown below.

Table 3.2: Result of Reliability Test

	Variables	Number Of Items (N)	Cronbach's Alpha
<b>Independent</b>	Self-esteem	5	0.895445
	Generalized Self-efficacy	5	0.902005
	Locus of Control	5	0.884944
	Emotional Stability	5	0.897928
<b>Dependent</b>	Job Satisfaction	5	0.849857

Source: Developed for the Research

### 3.5 Construct Measurement

The validity of questionnaire is defined through the adoption from several journals. Scale measurement indicates the accuracy of data analysis at the end of the research. Examples of scale measurement are nominal scale, ordinal scale, ratio scale and interval scale. Non-metric scales are adopted in designing the survey questionnaire.

In this study, nominal and ordinal scale is employed in Section A which requires respondents to fill in their demographics and personal information. Nominal scale represents the most fundamental level of measurement which accredits an object with a value for identification or classification purposes and does not have ranking function. However this value may or may not be in numeric form as there is an absence of quantities being represented. Therefore under Section A, question 1, 3 and 6 are categorized as nominal scale. On the other hand, ordinal scale has nominal property that allows things to be arranged. In other words it is a ranking scale. Nonetheless, under ordinal scale the value of the intervals between rankings are not specified. Below are the examples of classifications of the designed questions into nominal and ordinal scale.

**Table 3.3: Demographic Profile**

Nominal Scale	Ordinal Scale
1. Gender <i>(Jantina)</i> <input type="checkbox"/> Male  <input type="checkbox"/> Female	2. Age <i>(Umur)</i> <input type="checkbox"/> Less than 20 years old <input type="checkbox"/> 21 to 30 years old <input type="checkbox"/> 31 to 40 years old <input type="checkbox"/> 41 to 50 years old <input type="checkbox"/> More than 50 years old

<p>3. Position (<i>Jawatan</i>)</p> <p><input type="checkbox"/> Managerial</p> <p><input type="checkbox"/> Non-managerial</p>	<p>4. Educational level</p> <p><input type="checkbox"/> SPM/STPM</p> <p><input type="checkbox"/> Certificate/Diploma</p> <p><input type="checkbox"/> Undergraduate</p> <p><input type="checkbox"/> Professional qualification (ACCA, ICSA etc.)</p> <p><input type="checkbox"/> Postgraduate</p>
<p>6. Ethnic group</p> <p><input type="checkbox"/> Malay</p> <p><input type="checkbox"/> Chinese</p> <p><input type="checkbox"/> Indian</p> <p><input type="checkbox"/> Others</p> <p>(Please specify: _____)</p>	<p>5. Length of employment with company</p> <p><input type="checkbox"/> Less than 1 year</p> <p><input type="checkbox"/> 1 to 3 years</p> <p><input type="checkbox"/> 3 to 6 years</p> <p><input type="checkbox"/> 6 to 9 years</p> <p><input type="checkbox"/> More than 9 years</p>

Source: Developed for the Research

In contrast, we are using likert scale in Section B of the questionnaire. Section B comprises of five parts where it discussed on the four independent variables in the first four parts while dependent variable is discussed in the subsequent part. Each part consists of five question statements which require the respondents to select based on the given alternatives according to the extent of individual consensus with the statements provided. The range of alternatives according to the likert scale format are ranging from strongly disagree (=1), disagree (=2), neutral (=3), agree (=4), strongly agree (=5). Below is an example of likert scale format.

**Table 3.4: Likert Scale Measurement**

<b>Independent variable 1: Self-esteem</b> <i>(Pemboleh ubah Individu 1: Harga Diri)</i>						
<b>SE1</b>	<b>I am satisfied with myself during my</b>	1	2	3	4	5
	<b>work.</b>					
	<i>(Saya berpuas hati dengan diri saya semasa saya bekerja.)</i>					

Source: Developed for the Research

Ratio scale represents the highest form of measurement which served to overcome the disadvantages of the arbitration origin point of the interval scale as it has an absolute zero point. Therefore the zero has a meaning in that it represents an absence of some concept which summarized that it has unique zero origin. The ratio scale adopted on this research study is the hotel employment locations specifically in Perak, Penang and Kuala Lumpur.

We also collected the questionnaires and promise to treat the questionnaires with confidentiality. After a reliability test is carried out, the results showed that the questionnaire is reliable. The value of 0.879 means that the questionnaires have a very good reliability because it is under the range of 0.80 to 0.95.

### 3.5.1 Origin of Construct

**Table 3.5: Origin Source of Measurement**

<b>Variable</b>	<b>Constructs</b>	<b>No of Question</b>	<b>Adopted From</b>
Independent Variables	Self-esteem	5	Rosenberg (1965).
	Generalized Self-efficacy	5	Schwarzer & Jerusalem (1995).
	Locus of Control	5	Levenson (1981).
	Neuroticism	5	Eysenck & Eysenck (1968).
Dependent Variable	Job Satisfaction	5	Brayfield & Rothe (1951).

Source: Developed for the Research

## 3.6 Data Processing

### 3.6.1 Checking

Checking is defined as the process of identifying and scanning throughout the questionnaire to assure there are consistency, reliability and accuracy of the questionnaire. At the same time, the researchers can able to detect whether the survey questionnaires contain any problem and correct it immediately. Thus, the error and risk of having problem can be decreased during the survey was conducted.

### **3.6.2 Editing**

Editing is the part of data processing which involves in adjusting and modifying the data of the questionnaire. The purpose of editing is to ensure the questionnaires are free from omission of data, ensure clarity, and regularity. Omission occur when the respondents do not understand or not willing to answer some of the questions.

Other than that, some of the parts that answered by the respondents might be not regular and clear enough to justify our findings. Therefore, the researchers will be needed to go through the questionnaires to reduce the risk of making error. Other than that, editing can also help researchers to correct their typographical and formatting errors as well as calculations error (Kerstetter, B, n.d.).

### **3.6.3 Coding**

According to McClain.E (n.d.), coding refers to an interpretive method which used to organize the data and provide the data a mean for further interpretations into certain quantitative methods. The researchers will need to appoint every question with a specific code of number to represent the respondents' response. The numerical number might be ranged from 1-5.

The table 3.1 and 3.2 as shown below indicates the questions along with the coding we assigned to it as well.

**Table 3.6: Labels and Codings Assigned to the Employee Personal Information**

Question No.	Label	Coding
Section A		
Q1.	Gender	1 = Male 2 = Female
Q2.	Age	1 = <20 years old 2 = 21-30 years old 3 = 31-40 years old 4 = 41-50 years old 5 = >50 years old
Q3.	Position	1 = Managerial 2 = Non-managerial
Q4.	Educational level	1= SPM/STPM 2= Diploma 3= Undergraduate 4= Postgraduate 5=Professional qualification
Q5.	Length of employment with company	1 = 0-6 years 2 = 7-12 years 3 = 1-3 years 4 = 3-5 years 5 = >5 years
Q6.	Ethnic group	1 = Malay 2 = Chinese 3 = Indian 4 = Others

Source: Developed for research

**Table 3.7 Labels and Coding Assigned to the Employees' core self-evaluation  
and job satisfaction**

Question No.	Label	Coding
Section B		
Independent Variables	Self-esteem, Generalized self- efficacy Locus of control Emotional stability	1: strongly disagree 2 : disagree 3 : neutral 4 : agree 5 : strongly agree
Dependent variable	Job satisfaction	1: strongly disagree 2: disagree 3: neutral 4: agree 5: strongly agree

Source: Developed for research

### **3.6.4 Transcribing**

Transcribing is the process of converting the coded data from the questionnaire into the SAS for processing purposes. Other than transcription of interviewing method that we used, transcription of audio recording were widely used by many researchers nowadays due to advancement of technology (D. Thomas Markle, Richard E. West & Peter J. Rich, 2011). According to Widodo, H.P (2012), transcription is part of the qualitative research design to transform the data collected into written format for further interpretation purpose.



### **3.7 Data Analysis**

According to Levine and Roos (1997), data analysis is defined as ‘a body of methods that help to describe facts, detect pattern, develop explanations, and test hypothesis. It is used in all of the sciences. It is used in business, in administration, and in policy’. Descriptive analysis and inferential analysis are the two elements of data analysis. In our research project, we are adopting Statistical Analysis System (SAS) in analyzing the collected data. According to Spector (n.d.), SAS is developed early in the 1070s at North Carolina State University and was originally intended for management and agricultural field experiments. SAS is an integration of computer programs that functions at storing and retrieving data values, modifying data, computing simple and complex statistical analyses, and create reports.

#### **3.7.1 Descriptive Analysis**

As explained by Thompson, C. B, (2009), the objective of descriptive analysis is to describe what occurred in the sample making it more informational through summarizing set of numbers. Besides, descriptive statistics also perform comparisons of samples from one study with another and help to detect sample characteristics that may influence their conclusions (Thomption, 2009). In our research, the samples were measured using five points likert scale.

## 3.7.2 Scale Measurement

### 3.7.2.1 Reliability Test

Referring to Hair, Money, Celsi, Samouel and Page (2011), the word reliability is related with the extent of consistency to which the research findings regardless the form of questions. In order to estimate the reliability of the tested scale, Cronbach's coefficient alpha is used to identify the internal consistency of the average correlation of items within the scale test. (SAS Institute Inc, 2014).

To further explain, two set of measurements applied on a particular variable for that particular individual may not results in the same value yet by repeating the measurements for a succession of individual tends to show some consistency. The higher the overall alpha coefficient value, the closer it is related as a reliable scale. As suggested by Nunnally and Bernstein as cited in SAS Institute Inc, (2014), the coefficient of 0.70 is considered an acceptable reliable coefficient and any value below that is seen as insufficient in reliability. Table below displays the rules of thumb about Cronbach's Alpha Coefficient size:

Table 3.8: Rules of Thumb about Cronbach's Alpha Coefficient Size

<b>Alpha Coefficient Range (Reliability)</b>	<b>Strength of association (<math>\alpha</math>)</b>
<b>Very Good</b>	0.80 to 0.95
<b>Good</b>	0.70 to 0.80
<b>Fair</b>	0.60 to 0.70
<b>Poor</b>	Less than 0.60

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

Based on Sekaran (2003), let say there is imperfection occurs during the measuring process, test-retest may be used. Test-retest reliability is referring to the reliability coefficient which was obtained through the repetition of the same measure on a second chance. The higher the test result, the higher the reliability, and consequently, the higher in stability the measure across the time.

In addition in order to study how each item display the reliability of the scale, a calculation of a coefficient alpha can be done after removing each variable independently from the scale. If the results show an increase in the reliability coefficient upon removing, it concludes that the item is not correlated highly with other items in the scale whereas if the reliability of coefficient decreases, the conclusion is the item is highly correlated with other items in the scale ('SAS Institute Inc', 2014). In order to secure that the questions provided in the survey questionnaires are appropriate and correlate, the researchers will conduct a Pilot test by using Cronbach's Alpha reliability test prior to the actual conduction of survey.

### **3.7.2.2 Mean and Standard Deviation**

According to Hair et al. (2011), mean is described as an arithmetic average which balances high numbers with low numbers. It acts as a centre of balancing and not the average or the middle for two points. Because of this, mean is always presented along with other types of simple dispersion, for instance range, which is expressed as the difference between the lowest and highest number (Hair et al., 2011). Standard deviation is a statistic that measures the spread of the mean data value which further clarifies the difference of the sample distribution values from the mean. This shows that mean is practically useful in comparing sets of data with similar mean but a diverse range (Hair et al., 2011).

### **3.7.2.3 Frequency Distribution, Histogram, Bar Chart and Pie Chart**

Hair et al. (2011) explained that frequency distribution served as a statistical model to represent, through graph or table form, by displaying the number of observations within a given interval. On the other hand, a histogram is another data format of presenting the frequency distribution by indicating the means as the vertical bars, while the widths show the class intervals. Bar chart which is also a column chart or diagram in which the numerical values of variables can be shown through several similar width of bars either in a vertical or horizontal way. Lastly a pie chart serves as a function of presenting relative proportions of the responses where it is effective in computing the nominal and ordinal categories of measurement. The items in the pie chart when sum up together will make up a total of 100%.

### **3.7.3 Inferential Statistics**

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

The dependable variable that we discussed is the employee job satisfaction while the independent variables are self-esteem, generalized self-efficacy, locus of control, and emotional stability. We will use Pearson correlation matrix to test all hypothesis.

The purpose of this is aimed at investigating variation in one factor, towards variation with one or more factors based on their correlation coefficients.

Pearson correlation analysis is the statistical measure of the intensity of a linear relationship between paired variables- dependent and independent variables. We can categorize the correlation by taking in consideration of one variable increases will lead to what happen to other variable:

- Positive correlation – the other variable has a tendency to also increase;
- Negative correlation – the other variable has a tendency to decrease;
- No-correlation – the other variable does not tend to either increase or decrease.
- Under correlation coefficient, small letter “ $r$ ” represents a number between -1 and +1 that used to measure the degree of relationship between two variable X and variable Y. The higher value of the correlation coefficient “ $r$ ”, the stronger the relationship between two variables. A positive value for the correlation coefficient means that a positive relationship and vice versa. The table below had shown the interpretation of the correlation coefficient:

Table 3.9: Interpretation of Correlation Coefficient

Range	Pearson Correlation, $r$
-0.1 to -0.7	Strongly negative association
-0.7 to -0.3	Weak negative association
-0.3 to +0.3	Little or no association
+0.3 to +0.7	Weak positive association
+0.7 to +0.1	Strong positive association

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

### 3.7.3.2 Multiple Linear Regression

Multiple linear regressions is a statistical model which try to identify the relationship between one dependent variables and another two or more independent variables. This model can prove this relationship by using a linear equation to observed data. The equation will consist of different values and every value indicates different meaning. The capital letter ‘Y’ is the dependent variable, while X is the independent

variables.  $B_1$  until  $B_n$  represent the estimated regression coefficient. The dependent variable and each of the independent variable in this model have the linear relationship. All of these variables that had been proposed and established in the questionnaires are measured by Likert scales. Multiple linear regressions will then be calculated through the proposed formula to study the associate relationship between the independent variables and dependent variables. Below equations shows the formula which had been used to formulate the multiple linear regressions:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n$$

### **3.7.4 Mode, median and mean**

The following indicates the meaning for mode, median and mean explained by Hon (n.d.):

Mode: ‘the mode is the most frequesnt value in a set. A set can have more than one mode; if it has two, it is said to be bimodal’. Mode is effective when the members in a set are differed from each others.

Median: ‘the median is the middle numbers of a series of arranged numerical order’. If a set of values have even set of number, then the median will be computed by summing the two middle values and dividing by 2.

Mean. ‘The mean is the sum of all values in a set, divided by the number of values’. It is not the same as median and mode, mean is sensitive in value changes. If the majority numbers are small then the result will be small as well.

## **CHAPTER 4: RESEARCH RESULTS**

### **4.0 Introduction**

In this chapter, there is further analysis and explanation for our study. Data obtained from 200 questionnaires are analyzed and interpreted in details by using SAS (Statistical Analysis System) software as an analytical tool in our study on this research. Descriptive analysis will be discussed through respondent demographic profile and some general information from respondents. Frequency analysis is used during central tendencies measurement of constructs in the form of tables and charts. After that, scale measurement is carried out to provide the results of reliability analysis. Inferential analysis is included as well which consists of Pearson's correlation analysis and multiple linear regression analysis. At the end of this chapter, a summary will be provided to conclude this chapter.

### **4.1 Descriptive Analysis**

In this section, frequency analysis has been used to analyze the respondents' demographic information. It includes the gender, age, position in company, educational level, length of employment with the current company and ethnic group. In section A of the questionnaire that prepared by the researchers have included the demographic profile which can help to obtain the data. The results of the frequency analysis have been discussed in the following parts.

### 4.1.1 Respondent Demographic Profile

This section explains the demographic data of the respondents such as gender, age, position, educational level, length of employment with the current company and ethnic group.

#### 4.1.1.1 Gender

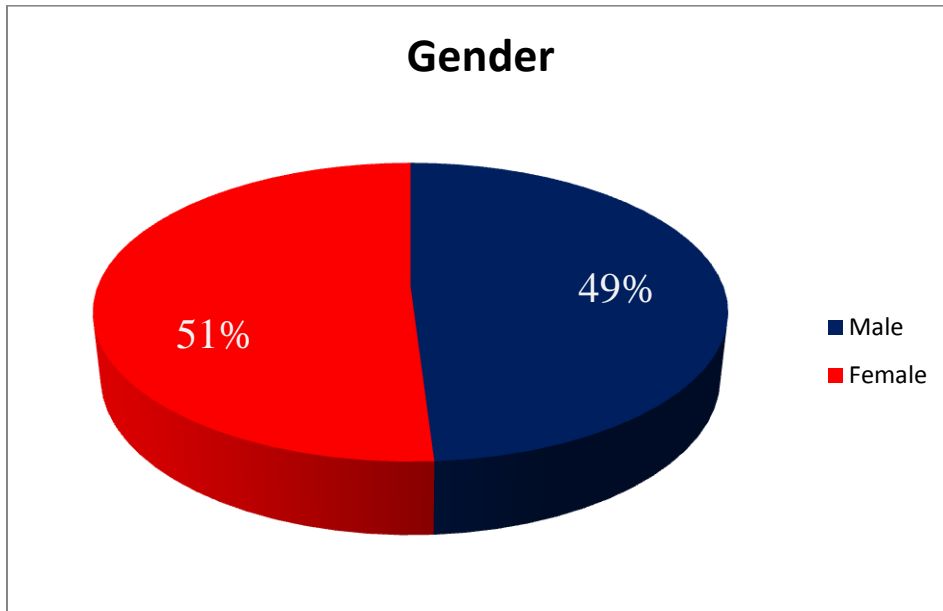
Table 4.1: Statistic of Respondents' Gender

Gender	Frequency	Percent
Male	98	49.00
Female	102	51.00
Total	200	100.00

Source: Developed for the research



Figure 4.1 Statistics of Respondents' Gender



Source: Developed for the research

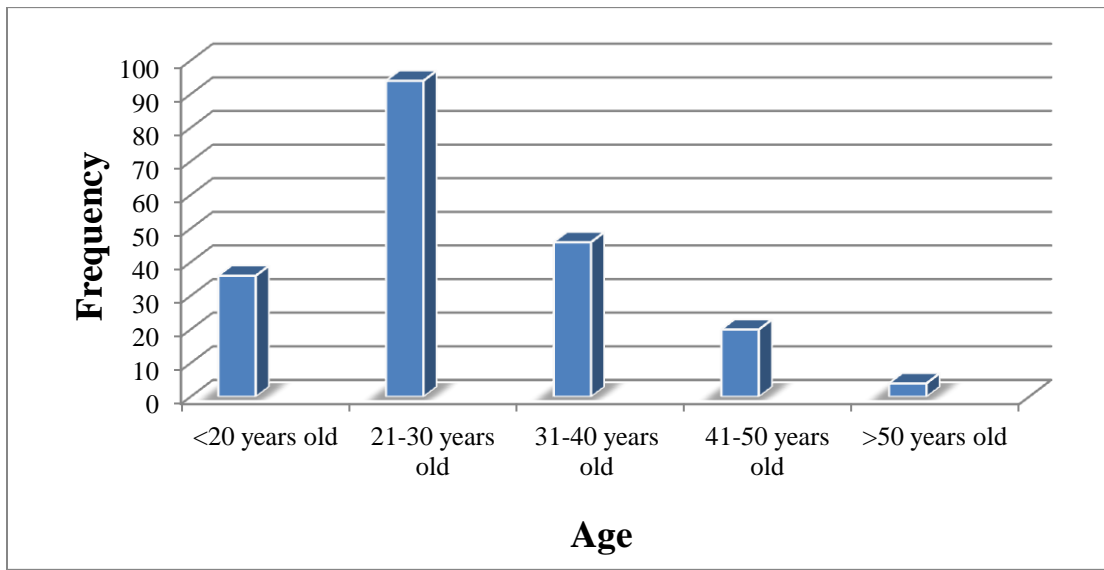
Based on the table 4.1 and figure 4.1, there are 51% respondents who are female whilst there are 49% respondents who are male. In the total number of 200 set of questionnaires, there are 102 female respondents whereas and 98 male respondents who involved in the research. From the data above, the number of female respondents is slightly higher than male respondents. From the Department of Statistics Malaysia, there are 524200 female workers in the accommodation and food and beverage service industry whilst male worker is 491900. This is the reason why the female respondent is more than male respondent.

## 4.1.1.2 Age

Table 4.2 Statistic of Respondents' Age

Age	Frequency	Percent
<20 years old	36	18.00
21-30 years old	94	47.00
31-40 years old	46	23.00
41-50 years old	20	10.00
>50 years old	4	2.00
Total	200	100.00

Source: Developed for the research

Figure 4.2 Statistic of Respondents' Age

Source: Developed for the research

From Table 4.2 and Figure 4.2, the researchers found that there are few age groups of respondents who had been involved in the survey. From the result above, the largest group of respondents is fall under the category of 21-30 years old which contributes 47% and consists of 94 respondents. The age group of 31-40 years old has contributes 23% which included 46 respondents. There are 36 respondents who below 20 years old have contributes 18% in the survey. The respondent from the age group 41-50 years old has contributes 10% and there are 20 respondents. For the respondents who fall under age group of more than 50 years old, they are the smallest group in the survey which consists of 4 respondents and 2% for this category.

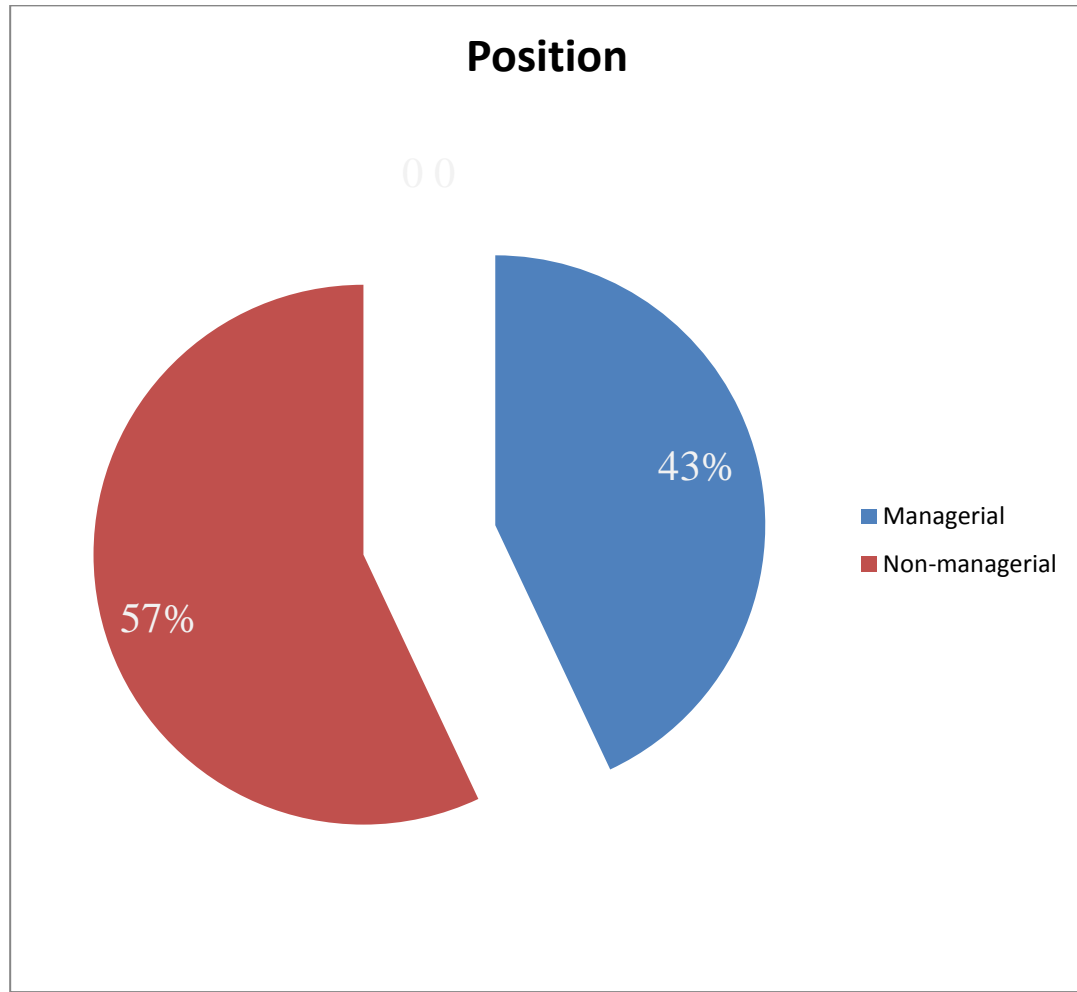
#### 4.1.1.3 Position

Table 4.3 Statistic of Respondents' Position

Position	Frequency	Percent
Managerial	86	43.00
Non-managerial	114	57.00
Total	200	100.00

Source: Developed for the research

Figure 4.3 Statistic of Respondents' Position



Source: Developed for the research

There are only two types of positions that have been discussed in the survey which are managerial and non-managerial. From the Table 4.3 and Figure 4.3, the respondents who hold the managerial position are lesser than the respondents who hold the non-managerial position. The major position that held by the respondents is non-managerial which consists of 114 respondents and 57% from the total respondents in the survey. At the same time, the managerial position contributes 43% and consists of 86 respondents.

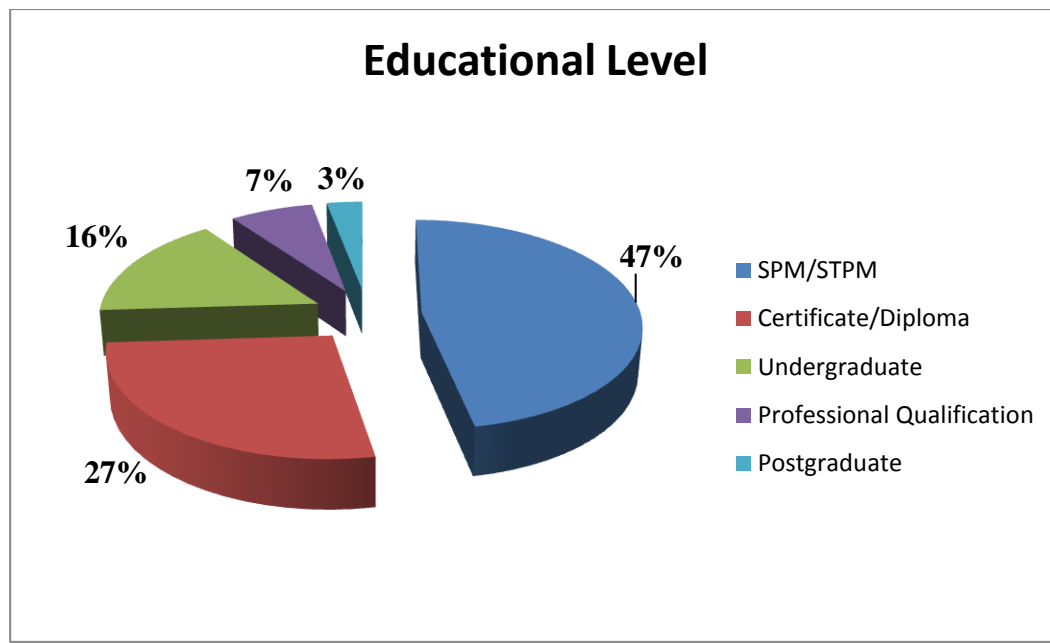
4.1.1.4 Educational Level

Table 4.4 Statistic of Respondents' Educational Level

Educational level	Frequency	Percent
SPM/STPM	94	47.00
Certificate/Diploma	54	27.00
Undergraduate	32	16.00
Professional Qualification	14	7.00
Postgraduate	6	3.00
Total	200	100.00

Source: Developed for the research

Figure 4.4 Statistic of Respondents' Educational Level



Source: Developed for the research

There are five types of educational level that have been discussed in the survey. The highest educational level that the respondents have is SPM/STPM which consists of 94 respondents and 47%. After that, there are 54 respondents have completed their diploma/certificate and contributes 27% from the total of 200 respondents. Followed by the undergraduate respondents who are 32 of them and contributes 16% in the survey. There are only 14 respondents who have professional qualification which consists of 7%. The smallest group for the educational level is fall under postgraduate respondents and there are only 6 of them which consist of 3%. From Department of Statistics Malaysia, there is 56% of the total labor force who had managed to finish until their secondary education. Thus, in the survey that we had conducted, the respondents mostly finished until their SPM/STPM level which is also known as secondary education.

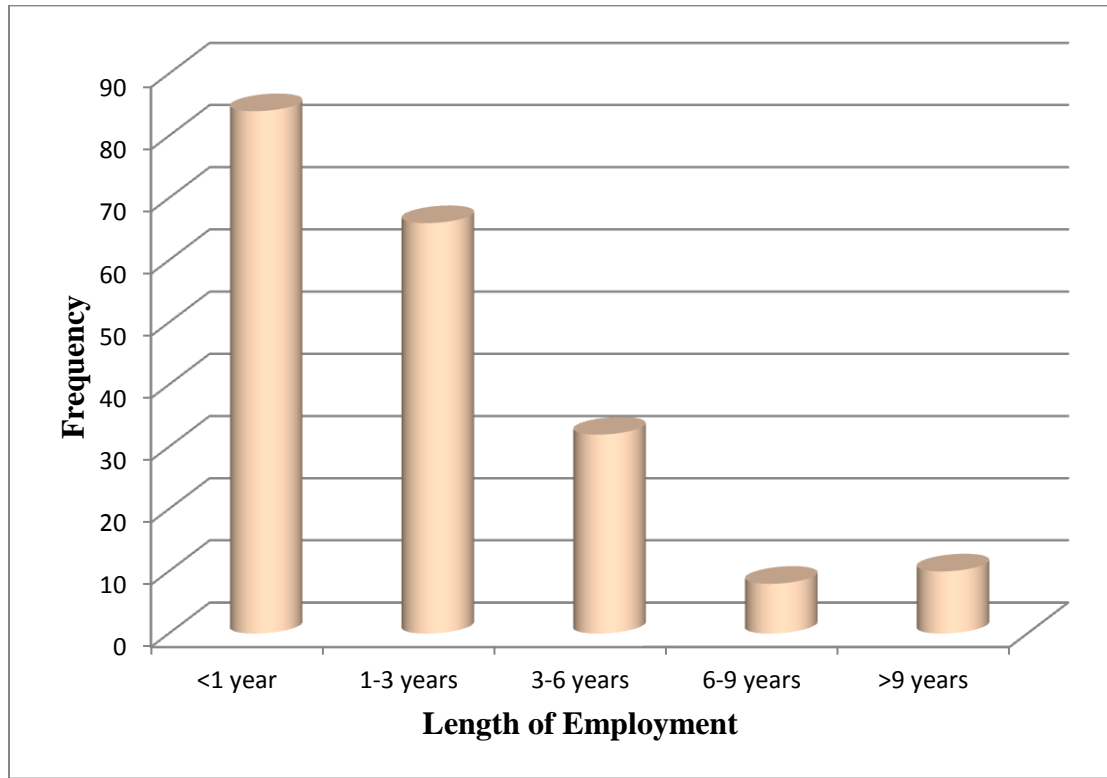
#### 4.1.1.5 Length of Employment with Company

Table 4.5 Statistic of Respondents' Length of Employment with Company

Length of employment	Frequency	Percent
<1 year	84	42.00
1 - 3 years	66	33.00
3 - 6 years	32	16.00
6 - 9 years	8	4.00
> 9 years	10	5.00
Total	200	100.00

Source: Developed for the research

Figure 4.5 Statistic of Respondents' Length of Employment with Company



Source: Developed for the research

From the result of Table 4.5 and Figure 4.5, there are 84 respondents who are working in the hotel for less than 1 year time and it consists of 42% of the total respondents. The respondents who worked in the hotel for 1-3 years have contributed 33% which involved 66 respondents. There are 5% of the total respondents are worked in the hotel for more than 9 years and it consists of 10 respondents. For those respondents who worked for 3-6 years in the hotel is the lowest group of respondents which only consists of 8 respondents and 4% in the survey. From the table above, there is high turnover rate happened in hotel industry so the length of employment for the respondents are mostly fall under the group of less than 1 year.

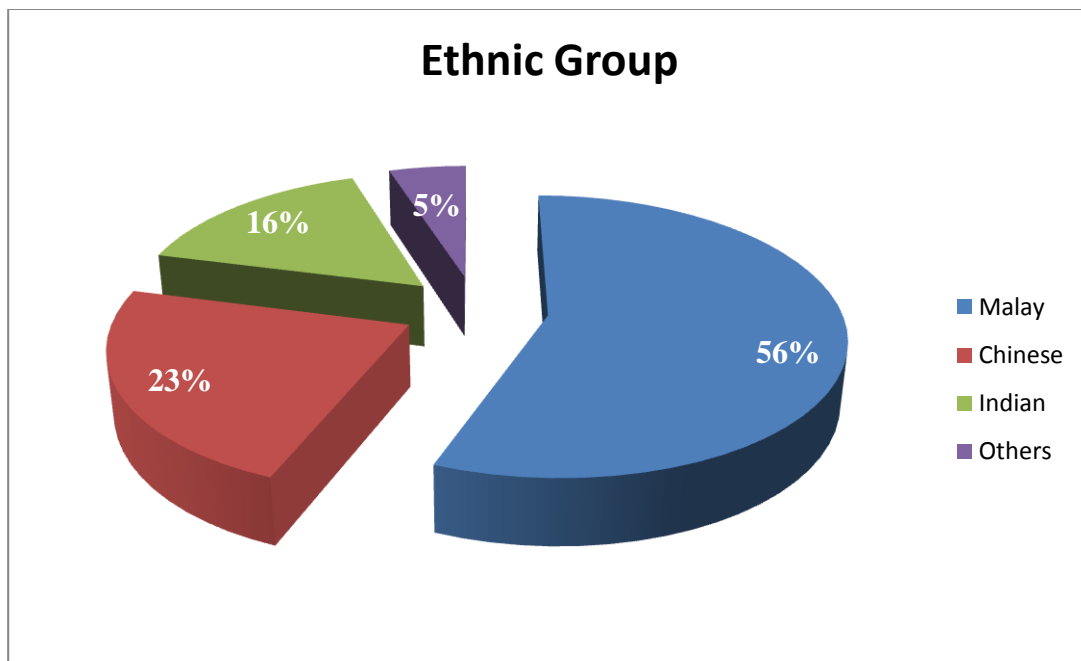
#### 4.1.1.6 Ethnic Group

Table 4.6 Statistic of Respondents' Ethnic Group

Ethnic group	Frequency	Percent
Malay	112	56.00
Chinese	46	23.00
Indian	32	16.00
Others	10	5.00
Total	200	100.00

Source: Developed for the research

Figure 4.6 Statistic of Respondents' Ethnic Group



Source: Developed for the research



In term of ethnic group, there are four types of ethnic group which are Malay, Chinese, Indian and others. From the table 4.6 and Figure 4.6 shows that there are 56 percent of the respondents which had made up of 112 respondents and are Malay whilst there are 23% of the respondents are Chinese and consists of 46 respondents. At the same time, there are 32 Indian respondents and contribute 16% in the survey. There are 10 respondents from other ethnic group and only consists of 5% in the survey. There are 9 of them are bumiputra and only one respondent is a Taiwanese. There are 56% of Malay respondents have participated with our survey. In Malaysia, the major ethnic group is Malay so the respondents who participated are mostly Malay.

#### **4.1.2 Central Tendencies Measurement of Construct**

The measurement of central tendencies show the mean score of five interval scale constructs in this section. There are total 25 items are being measured by using 5 points likert scales within the range from strongly disagree to strongly agree in SAS.

#### 4.1.2.1 Job Satisfaction

Table 4.7 Descriptive Statistics of Job Satisfaction

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Ranking
I feel fairly well satisfied with my present job.	7.0	10.0	21.0	39.5	22.5	3.61	3
Most days I am enthusiastic about my work.	6.0	13.0	24.5	30.0	26.5	3.58	4
I find real enjoyment in my work.	2.5	8.5	35.0	32.0	22.0	3.63	2
I like my job better than the average worker does.	3.5	10.0	36.5	31.0	19.0	3.52	5
My job is usually interesting enough to keep me from getting bored.	2.5	6.0	19.0	40.0	32.5	3.94	1

Source: Developed for the research

There are total 5 statements which are included in Table 4.7. The statement ‘My job is usually interesting enough to keep me from getting bored.’ has the highest mean score of 3.94. There are 40% of the respondents who were agreed with this statement and 32.5% of respondents agreed strongly.

‘I find real enjoyment in my work.’ has a mean score of 3.63 and is the second highest statement under job satisfaction. Most of the respondents which is 32% of them agreed with this statement, and it is followed by 22% of respondents that agreed strongly and 35% of them showed neutral.

The mean score for third ranked statement which is 'I feel fairly well satisfied with my present job.' is 3.61. Majority of respondents agreed with this statement with percentage of 39.5% and 22.5% strongly agreed with it while 21% were neutral.

The mean score of the statement 'Most days I am enthusiastic about my work.' is 3.58 which ranked number four for job satisfaction. There are 30% agreed with this statement, 26.5% agreed strongly and 24.5% of the respondents showed neutral.

The last ranking of the statement is 'I like my job better than the average worker does.' The mean score is 3.52 with 31% of respondents agreed with this statement. This is followed by a percentage of 19% of respondents fell under strongly agreed and 36.5% of respondents felt neutral to this statement.

#### 4.1.2.2 Self-esteem

Table 4.8 Descriptive Statistics of Self-esteem

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Ranking
I am satisfied with myself during my work.	4.0	8.0	23.0	34.0	31.0	3.80	3
I feel that I have a number of good qualities.	4.0	8.0	18.0	35.0	35.0	3.89	2
I am able to do things as good as most other people.	2.0	9.0	31.0	26.0	32.0	3.77	4
I feel that I am a worthy person, if not at least on an equal worth with others.	3.0	4.0	34.0	38.0	21.0	3.70	5
I take a positive attitude toward myself.	2.0	4.0	17.0	37.0	40.0	4.09	1

Source: Developed for the research

Table 4.8 consists of 5 statements. The highest mean score statement is ‘I take a positive attitude toward myself.’ with score of 4.09. Most of the respondents agreed with this with 37%. 40% of respondents who agreed strongly and 4% disagreed with it.

The second highest mean statement score is ‘I feel that I have a number of good qualities.’ The mean score is 3.89. There are 35% of the respondents agreed and 35% of the respondents strongly agreed. It followed by 18% of neutral.

‘I am satisfied with myself during my work.’ With mean score of 3.80 is ranked at the third highest mean score. Majority of the respondents with percentage of 34% agreed with this statement, then followed by 31% of the respondents strongly agreed and 8% of the respondents disagreed with it.

The mean score of the statement ‘I am able to do things as good as most other people.’ is 3.77 which ranked number four for self-esteem. There are 26% agreed with this statement, 32% agreed strongly and 31% is neutral.

The last statement which is ‘I feel that I am a worthy person, if not at least on an equal worth with others.’ has 3.70 mean score, where most of 38% agreed, 21% of the respondents agreed strongly and 4% disagreed.

### 4.1.2.3 Generalized Self-efficacy

Table 4.9 Descriptive Statistics of Generalized Self-efficacy

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Ranking
If I am in trouble, I can usually think of a solution.	4.0	8.0	23.0	34.0	31.0	3.80	3
If someone disapproves me I can find the means and ways to get what I want.	4.0	8.0	18.0	35.0	35.0	3.89	2
I am the person who is easy to stick with my aims and accomplish my goals.	2.0	9.0	31.0	26.0	32.0	3.77	4
I can remain calm when facing difficulties because I can rely on my coping abilities.	3.0	4.0	34.0	38.0	21.0	3.70	5
I am confident that I could deal efficiently with unexpected events.	2.0	4.0	19.5	40.0	34.5	4.01	1

Source: Developed for the research

Table 4.9 at above comprises of 5 statements. Statement with the highest mean score is ‘I am confident that I could deal efficiently with unexpected events.’ with score of 4.01. There are 40% agreed with this statement, 34.5% agreed strongly with it and 19.5% felt neutral to this statement.

‘If someone disapproves me I can find the means and ways to get what I want.’ is the second with a mean of 3.89 under generalized self-efficacy. Most of the respondents which is 35% of them agreed with this statement, followed by 35% that strongly agreed and 18% of them showed neutral.

The mean score for third ranked statement which is ‘If I am in trouble, I can usually think of a solution.’ is 3.80. Majority of respondents agreed with this statement with percentage of 34% and 31% of the respondents strongly agreed with it while 23% were neutral.

The mean score of the statement ‘I am the person who is easy to stick with my aims and accomplish my goals.’ is 3.77 which ranked number four for generalized self-efficacy. There are 26% agreed with this statement, 32% strongly agreed and 31% showed neutral.

The statement with the last ranking is ‘I can remain calm when facing difficulties because I can rely on my coping abilities.’ The mean score is 3.70 with 38% of respondents who agreed with this statement. This is followed by a percentage of 21% of respondents fell under strongly agreed and 34% of respondents felt neutral.

#### 4.1.2.4 Locus of Control

Table 4.10 Descriptive Statistics of Locus of Control

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Ranking
When I make plans, I am almost certain to make them work.	4.5	10.0	25.0	34.5	26.0	3.68	3
I can pretty much determine what will happen in my life.	4.5	9.0	22.5	39.0	25.0	3.71	2
When I get what I want, it is usually because I worked hard for it.	2.5	10.0	35.5	25.5	26.5	3.64	4
I am usually able to protect my personal interests.	3.5	7.0	37.5	38.5	13.5	3.52	5
My life is determined by my own action.	2.5	6.0	20.5	37.5	33.5	3.94	1

Source: Developed for the research

Table 4.10 above comprises 5 statements. The highest mean score is “My life is determined by my own action.” with score of 3.94. There are 33.5% strongly agreed with this statement, 37.5% agreed with it and 6% of the respondents disagreed with this statement.

Followed by ‘I can pretty much determine what will happen in my life.’ with a mean score of 3.71 under locus of control. Most of the 39% agreed with this statement, followed by 25% that strongly agreed and 22.5% of them showed neutral.



Next is 'When I make plans, I am almost certain to make them work.' is 3.68. Majority of respondents agreed with this statement with percentage of 34.5% and 26% of the respondents agreed strongly while 25% of them were neutral.

The mean score of the statement 'When I get what I want, it is usually because I worked hard for it.' is 3.64 which ranked number four for locus of control. There are 26.5% who strongly agreed, 25.5% agreed and 35.5% neutral.

The statement with the last ranking is 'I am usually able to protect my personal interests.' The mean score is 3.52 with 38.5% of respondents agreed. This is followed by 13.5% of respondents fell under strongly agreed and 37.5% felt neutral.

#### 4.1.2.5 Emotional Stability

Table 4.11 Descriptive Statistics of Emotional Stability

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Ranking
I can stand a great deal of stress during my work.	5.0	9.0	24.5	34.5	27.0	3.70	3
I can keep my emotions under control.	5.0	9.0	23.0	35.5	27.5	3.72	2
I can take my mind off from the problem.	2.5	10.5	32.5	26.5	28.0	3.67	4
I can readily overcome setbacks.	3.5	5.5	36.0	38.5	16.5	3.59	5
I look at the bright side of life.	2.5	5.0	20.5	37.0	35.0	3.97	1

Source: Developed for the research

Table 4.11 consists 5 statements. Statement with the highest mean score is ‘I look at the bright side of life’ with score of 3.97. There are 35% of the respondents strongly agreed, 37% agreed with it and 5% disagreed with this statement.

‘I can keep my emotions under control.’ is the next statement with a mean score of 3.72 under emotional stability. Most of the respondents which is 35.5% of them agreed with this statement, followed by 23% that showed neutral and 9% of them disagreed.

The mean score for third ranked statement which is ‘I can stand a great deal of stress during my work’ is 3.70. Majority of respondents agreed with this statement with

percentage of 34.5% and 27% of the respondents strongly agreed while 24.5% of them were neutral.

The mean score of the statement 'I can take my mind off from the problem' is 3.67 which is the fourth highest ranked for emotional stability. There are 28% of respondents strongly agreed while 32.5% of the respondents showed neutral and 26.5% of them agreed.

The statement with the last ranking is 'I can readily overcome setbacks.' The mean score is 3.59 with percentage of 16.5% strongly agreed with this statement. This is followed by 36% of neutral on it, 38.5% of the respondents agreed, 5.5% of them who disagreed and 3.5% of them strongly disagreed with this statement.

## **4.2 Scale Measurement**

In this section, reliability measurement is being carried out to figure out whether data that have been collected is reliable to produce with good and accurate results by testing the consistency and stability. Cronbach's Alpha coefficient is used to determine consistency of response of respondents to all items that are being measured for our study. It shows that how well are the set of items are positively correlated with one another. According to Cronbach's Alpha rule of thumb, the range of 0.80 to 0.95 is considered very good reliability, while the range of 0.70 to 0.80 is good reliability, 0.60 to 0.70 is fair reliability and for less than 0.60, it is a poor reliability. 0.60 is the acceptable level in the early stage for basic research normally. It is better for reliability coefficient to get nearer to 1.0.

Table 4.12 Reliability Statistics for Variables

Variables	No. of Items (N)	Cronbach's Alpha	Cronbach's Alpha based on Standardized Items
Job Satisfaction	5	.8852	.8879
Self-esteem	5	.9034	.9047
Generalized Self-efficacy	5	.8924	.8931
Locus of Control	5	.8790	.8803
Emotional Stability	5	.8908	.8924

Source: Developed for the research

#### 4.2.1 Job Satisfaction

Based on the result from Table 4.12, the Cronbach's Alpha is 0.8852. There are 88.52% of the questions that measure the dependent variables are reliable. This Cronbach's Alpha value 0.8852 is under the range of 0.80 to 0.95, this shows that the 5 have very good reliability.

#### 4.2.2 Self-esteem

Based on the result from Table 4.12, the Cronbach's Alpha is 0.9034. There are 90.34% of the questions which measure the dependent variables are reliable. This Cronbach's Alpha value 0.9034 is under the range of 0.80 to 0.95, this shows that the 5 items in measuring the self-esteem are considered very good reliability.

### **4.2.3 Generalized Self-efficacy**

Based on the result from Table 4.12, the Cronbach's Alpha is 0.8924. There are 89.24% of the questions which measure the dependent variables are reliable. This Cronbach's Alpha value 0.8924 falls under the range of 0.80 to 0.95, this shows that the 5 items in measuring the generalized self-efficacy have very good reliability.

### **4.2.4 Locus of Control**

Based on the result from Table 4.12, the Cronbach's Alpha is 0.8790. There are 87.90 % of the questions which measure the dependent variables are reliable. This Cronbach's Alpha value 0.8790 is under the range of 0.80 to 0.95, this shows that the 5 items in measuring the locus of control have very good reliability.

### **4.2.5 Emotional Stability**

Based on the result from Table 4.12, the Cronbach's Alpha is 0.8908. There are 89.08% of the questions which measure the dependent variables are reliable. This Cronbach's Alpha value 0.8908 falls under the range of 0.80 to 0.95, this shows that the 5 items in measuring the emotional stability are considered very good reliability.

## 4.3 Inferential Analysis

### 4.3.1 Pearson Correlation Coefficient Analysis

The correlation between two variables can be measured by Pearson's correlation coefficient. Under the measurement at an interval or ratio level, a Pearson correlation coefficient tends to indicate the direction, strength as well as significance of the relationship of all variables that were measured. It is also used to test the hypothesis of the four independent variables (i.e. self-esteem, generalized self-efficacy, locus of control, emotional stability) with the dependent variable (i.e. job satisfaction). If the p-value that generated from this test is less than the alpha value ( $p < 0.01$  or  $0.05$ ), the relationship between the independent variable and dependent variable is significant.

Table 4.13 Pearson Correlation Coefficient

Coefficient Range	Strength of Association
$\pm 0.91$ to $\pm 1.00$	Very strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$\pm 0.00$ to $\pm 0.20$	Slight, almost negligible

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

Table 4.14 Result of Pearson Correlation Coefficient

		Self-esteem	Generalized Self-efficacy	Locus of Control	Emotional Stability
Job Satisfaction	Pearson Correlation	0.6072	0.4382	0.6589	0.3756
	Sign (2 tailed)	<0.0001	<0.0001	<0.0001	<0.0001
	N	200	200	200	200

Source: Developed for research

#### 4.3.1.1 Self-esteem

From the Table 4.14, the correlation between self-esteem and job satisfaction is 0.6072 with a p-value of <0.0001 which is lower than alpha value of 0.01. The correlation coefficient value of 0.6072 is under the range of  $\pm 0.41$  to  $\pm 0.70$  which it shows moderate strength of association between the two variables. There is a moderate positive relationship between self-esteem and job satisfaction.

#### 4.3.1.2 Generalized Self-efficacy

The coefficient value of the generalized self-efficacy and job satisfaction is 0.4382 with a p-value of <0.0001 which is lower than alpha value 0.01. There is a high positive relationship between generalized self-efficacy and job satisfaction. The correlation coefficient value of 0.4382 falls under the range of  $\pm 0.41$  to  $\pm 0.70$  which shows moderate strength of association between the two variables.

#### **4.3.1.3 Locus of Control**

The correlation coefficient value of the locus of control and job satisfaction is 0.6589 which indicates that there is a positive relationship between locus of control and job satisfaction. The p-value for this hypothesis is less than 0.0001 which is lower than the alpha value 0.001. Hence, the higher the employees' locus of control, the higher the employees' job satisfaction.

#### **4.3.1.4 Emotional Stability**

The correlation between emotional stability and job satisfaction is 0.7194 with a p-value of  $<.0001$  which is lower than alpha value 0.01. The correlation coefficient value of 0.3756 is under the range of  $\pm 0.21$  to  $\pm 0.40$  which is small but definite relationship. There is a small but definite positive relationship between emotional stability and job satisfaction.

#### **4.3.2 Multiple Linear Regression Analysis**

The relationship between two or more explanatory variables (self-esteem, generalized self-efficacy, locus of control and emotional stability) and a dependent variable (job satisfaction) can be explained by using a linear equation to generate the data, which is Multiple Linear Regression Analysis. The result that generated by the multiple linear regression analysis is used to determine the contribution of independent variables toward dependent variable (Hair, Celsi, Money, Samouel, and Page, 2011) Besides, R square value can help to explain the variance of the dependent variable. Adjusted R square needs to be used when there are multiple explanatory variables in the model because it is more accurate compared with R square. F value from the result can used to compare the variance explained by the regression to the unexplained variance. From the F value that showed in the result, the overall relationship is significant.



Table 4.15 Result of Hypothesis Test

No. of Hypothesis	Hypothesis Statement	Result
Hypothesis 1	H <sub>0</sub> = Self-esteem is not positively related to employee's job satisfaction in hotel industry.	Reject
	H <sub>1B</sub> = Self-esteem is positively related to employee's job satisfaction in hotel industry.	Accept
Hypothesis 2	H <sub>0</sub> = Generalized self-efficacy has no significant positive relationship with employee's job satisfaction in hotel industry.	Reject
	H <sub>1c</sub> = Generalized self-efficacy has a significant positive relationship with employee's job satisfaction in hotel industry.	Accept
Hypothesis 3	H <sub>0</sub> : There is no significant positive relationship between locus of control and employees' job satisfaction in hotel industry.	Reject
	H <sub>1D</sub> : There is significant positive relationship between locus of control and employees' job satisfaction in hotel industry.	Accept
Hypothesis 4	H <sub>0</sub> : There is no significant relationship between emotional stability and employees' job satisfaction in hotel	Reject

	industry.	
	H <sub>1E</sub> : There is a significant relationship between emotional stability and employees' job satisfaction in hotel industry.	Accept
Hypothesis 5	H <sub>0</sub> : There is no significant relationship between core self-evaluations and job satisfaction of employees in hotel industry.	Reject
	H <sub>1A</sub> : There is a significant relationship between core self-evaluations and job satisfaction of employees in hotel industry.	Accept

Source: Developed for the research

From table 4.15, we found that all the independent variables have positive significant relationship with the dependent variable. Thus, all the null hypotheses (H<sub>0</sub>) are rejected while the alternative hypotheses (H<sub>1A</sub>, H<sub>1B</sub>, H<sub>1C</sub>, H<sub>1D</sub>, and H<sub>1E</sub>) are accepted.

Table 4.16 Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	98.20450	32.73483	309.84	<.0001
Error	196	58.41230	0.29802		

Source: Developed for the research

Table 4.17 Analysis of Variance

<b>Root MSE</b>	2.6246	<b>R-Square</b>	0.8625
<b>Dependent Mean</b>	44.4364	<b>Adj R-Sq</b>	0.8607
<b>Coeff Var</b>	4.9402		

Source: Developed for the research

Table 4.18 Analysis of Variance

<b>Variable</b>	<b>DF</b>	<b>Parameter Estimate</b>	<b>Standard Error</b>	<b>t Value</b>	<b>Pr &gt;  t </b>
Intercept	1	4.04338	0.9967	4.06	<.0001
Self-esteem	1	0.73212	0.0409	17.76	<.0001
Generalized self-efficacy	1	0.87367	0.0513	22.72	0.0113
Locus of Control	1	0.64958	0.0441	15.04	<.0001
Emotional Stability	1	0.79433	0.0523	15.47	0.0002

Source: Developed for the research

The Pr>F value from the Table 4.16 is to show the correlation between the explanatory variables (self-esteem, generalized self-efficacy, locus of control and emotional stability) and dependent variable (job satisfaction). There is a positive correlation between the independent variables and dependent variable because the Pr>F value is <.0001 in this research.

From the Table 4.17, the value of R square is 0.8625. R square is used to indicate whether the percentage in the independent variables can explain the variation of the dependent variable. From the statement above, the independent variables can explain 86.25% of the variations in the dependent variable. Whereas there is 13.75% is unexplained in this research. Thus, there are other variables that can be used to explain the variations in the job satisfaction.

Based on the table 4.18, the researcher can derive the regression equation like this:

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

$$Y = 4.0434 + 0.7321 SE + 0.8737 GS + 0.6496 LC + 0.7943 ES$$

Y = Employee's job satisfaction

X1 = Self-esteem

X2 = Generalized self-efficacy

X3 = Locus of control

X4 = Emotional stability

From above, when the value of self-esteem increases by 1 unit, the value of job satisfaction will increase 0.7321. The value of job satisfaction will increase 0.8737 when the value of generalized self-efficacy is increases by 1 unit. In addition, the increase in 1 unit of locus of control will also increase 0.6496 for the value of job satisfaction. When the value of emotional stability increases by 1 unit, the value of job satisfaction will increase 0.7943.

Table 4.18 shows that all the independent variables are significant to predict the dependent variable. The p-value for all the independent variables is less than 0.01 which helps to prove that independent variables are significant to predict the dependent variable.

## 4.4 Conclusion

As a conclusion, we have summarized the descriptive analysis for the survey by using frequency analysis. In addition, we have done the reliability test by using the SAS Guide software. From the reliability test, we found that all the independent variables are positive correlated with the dependent variable. For the inferential analysis, we have used the Pearson Correlation Coefficient and Multiple Linear Regression to determine the relationship between the independent variables and the dependent variable. The following chapter will discuss more on the analysis.

## **Chapter 5: Discussion and Conclusion**

### **5.0 Introduction**

Chapter 5 will further discuss the results that are analyzed in Chapter 4. A summarised analysis of both descriptive and inferential analyses is provided. In addition, this chapter also consists of discussions on the findings, implications and the limitations of research study. Some recommendations are given after the limitations and followed by conclusion that ends the chapter.

### **5.1 Summary of Statistical Analyses**

In this section, there are summary for the demographic profile of respondents, central tendencies measurement of construct, reliability test, Pearson's Correlation Analysis and Multiple Linear Regression Analysis from chapter 4.

#### **5.1.1 Respondents' Demographic Profile**

Referring to the outcome in chapter 4, majority of the respondents' in the survey is female which is 102 respondents (51%) while the male respondents is consists of 98 respondents (49%). Besides, the largest age group in the survey is fall under 21-30 years old which consists of 94 respondents out of 200 respondents (47%) whilst the smallest age group is fall under the respondent who more than 50 years old which involved of 4 respondents (2%). In addition, the position that held by the respondents is non-managerial which is 114 of them (57%) and there are 86 of the respondents is

holding a managerial position (43%). The educational level that owned by the respondents have been divided into five groups and majority of the respondents have completed their SPM/STPM which is 94 respondents (47%). At the same time, there are only 6 of the respondents (3%) have completed their postgraduate study and this has showed that the respondents who completed the postgraduate study is the smallest group for educational level in the survey. The length of employment with the current company has been discussed. There are 84 respondents (42%) who have worked with the company for less than one year and this is the highest category among others. Meanwhile, the lowest group of respondents who worked with the company is 6-9 years and there are only 8 respondents (4%) in the survey. Lastly, the majority ethnic group in the survey is Malay which consists of 112 respondents (56%) while the least ethnic group in the survey is under other ethnic groups which consists of 10 respondents (5%).

### **5.1.2 Central Tendencies Measurement of Construct**

From the outcome above, majority of the respondents' concurred that there is positive relationship between the independent variables and the dependent variable. From the table 4.8, the highest mean that contributed for self-esteem is by SE5 ('I take a positive attitude toward myself.') which is 4.09. The highest mean for generalized self-efficacy is fall under GS5 ('I am confident that I could deal efficiently with unexpected events.') and the mean is 4.01. For locus of control, LC5 ('My life is determined by my own action') has contributed highest mean which is 3.94. Lastly, the highest mean for emotional stability is fall under ES5 ('I look at the bright side of life.') which is 3.97.

### **5.1.3 Reliability Test**

From the result that generated from chapter four, the four independent variables are having positive relationship with the dependent variable because all the Cronbach's alpha value are greater than 0.6. The independent variable of self-esteem has the Cronbach's alpha value of 0.9034. The Cronbach's alpha value for generalized self-efficacy is 0.8924. For the independent variable of locus of control has the Cronbach's alpha value of 0.8790. The independent variable of emotional stability has the Cronbach's alpha value of 0.8908. For the dependent variable of job satisfaction has the Cronbach's alpha value of 0.8852. According to the Cronbach's Alpha rule of thumb, all the independent variables and the dependent variable are considered very good reliability because they are fall under the range of 0.80-0.95.

### **5.1.4 Inferential Analysis (Pearson Correlation Analysis)**

From the research, the locus of control has the most significant value of 0.6589, and followed by self-esteem, generalized self-efficacy, and emotional stability which is the significant value of 0.6072, 0.4382, and 0.3756. Locus of control, self-esteem, and generalized self-efficacy are moderate relationship because they are fall under the range of  $\pm 0.41$  to  $\pm 0.70$ . Meanwhile, the emotional stability showed the small but definite relationship with the job satisfaction because it has 0.3756 which fall under the range of  $\pm 0.21$  to  $\pm 0.40$ . Therefore, there is significant positive relationship between the independent variables with the dependent variable.



### 5.1.5 Inferential Analysis (Multiple Linear Regression Analysis)

Table 5.1 Pearson Correlation Coefficient Results

No. of Hypothesis	Hypothesis Statement	Result
Hypothesis 1	H <sub>0</sub> = Self-esteem is not positively related to employee's job satisfaction in hotel industry.	Reject
	H <sub>1B</sub> = Self-esteem is positively related to employee's job satisfaction in hotel industry.	Accept
Hypothesis 2	H <sub>0</sub> = Generalized self-efficacy has no significant positive relationship with employee's job satisfaction in hotel industry.	Reject
	H <sub>1c</sub> = Generalized self-efficacy has a significant positive relationship with employee's job satisfaction in hotel industry.	Accept
Hypothesis 3	H <sub>0</sub> : There is no significant positive relationship between locus of control and job satisfaction in hotel industry.	Reject
	H <sub>1D</sub> : There is significant positive relationship between locus of control and job satisfaction in hotel industry.	Accept

Hypothesis 4	H <sub>0</sub> : There is no significant relationship between emotional stability and employees' job satisfaction in hotel industry.	Reject
	H <sub>1E</sub> : There is a significant relationship between emotional stability and employees' job satisfaction in hotel industry.	Accept
Hypothesis 5	H <sub>0</sub> : There is no significant relationship between core self-evaluations and job satisfaction of employees in hotel industry.	Reject
	H <sub>1A</sub> : There is a significant relationship between core self-evaluations and job satisfaction of employees in hotel industry.	Accept

Source: Developed for the research

From Table 5.1, the relationship that showed by all the independent variables are significant with the dependent variable because all the variables have the significant value which less than 0.01. Thus, all the null hypothesis (H<sub>0</sub>) have been rejected and the alternative hypothesis (H<sub>1A</sub>, H<sub>1B</sub>, H<sub>1C</sub>, H<sub>1D</sub>, and H<sub>1E</sub>) have been accepted.

From the result that computed in chapter four, there are significant relationship between all the independent variables and the dependent variable because the Pr>F value in the multiple regression analysis is less than 0.0001. In this research, R square value of 0.8625 has been used to identify the variance and there is 86.25% of the variance in the dependent variable is explained by the four independent variables. The

remaining value of 13.75% can be explained by other variables which have relationship with the employees' job satisfaction.

**Multiple regression equation**

Employees' Job Satisfaction = 4.0434 + 0.7321 (self-esteem) + 0.8737 (generalized self-efficacy) + 0.6496 (locus of control) + 0.7943 (emotional stability)

Based on the multiple regression equation above, generalized self-efficacy has the highest parameter estimation of 0.8737 which is also has highest contribution to the variation of the dependent variable (job satisfaction). Emotional stability has the parameter estimation of 0.7943 and it is the second highest contribution to the variation of the dependent variable. Besides, self-esteem has the parameter estimation of 0.7321 which ranked third in the contribution to the variation of the dependent variable (job satisfaction). Lastly, the locus of control has the lowest parameter estimation of 0.6496 which is the least contribution to the variation of the dependent variable (job satisfaction).

## 5.2 Discussion of Major Findings

Table 5.2 Summary of the Result of Hypothesis Testing

Hypotheses	Result	Supported
H1 <sub>B</sub> = Self-esteem is positively related to employee's job satisfaction in hotel industry.	r = 0.6072 p = <.0001 (p < 0.01)	Yes
H1 <sub>c</sub> = Generalized self-efficacy has a significant positive relationship with employee's job satisfaction in hotel industry.	r = 0.4382 p = <.0001 (p < 0.01)	Yes
H1 <sub>D</sub> = There is significant positive relationship between locus of control and job satisfaction in hotel industry.	r = 0.6589 p = <.0001(p < 0.01)	Yes
H1 <sub>E</sub> = There is a significant relationship between emotional stability and employees' job satisfaction in hotel industry.	r = 0.3756 p = <.0001(p < 0.01)	Yes

Source: Developed for the research

### 5.2.1 Relationship between Self-Esteem and Job Satisfaction

#### Hypothesis 1

H1<sub>B</sub> = Self-esteem is positively related to employee's job satisfaction in hotel industry.

From the Table 5.2, the H1<sub>B</sub> is supported from the result because the p-value <.0001 is less than the alpha value 0.01. They have a significant relationship. The value of correlation coefficient for these two variables is 0.6072 and it shows that the relationship between self-esteem and job satisfaction is moderate because it is under the range of  $\pm 0.41$  to  $\pm 0.70$ .

The relationship between self-esteem and employees' job satisfaction is significant. According to Alavi & Askaripur (2003), self-esteem and job satisfaction have positive relationship where the level of self-esteem will positively affect the level of job satisfaction. The employee who has lower self-esteem will tend to have lower job satisfaction. According to Baumeister, et al. (2003), an optimistic person will tend to have high level of self-esteem and he/she will always face the failure with an optimism thinking so he/she are more happier than the person with low self-esteem. Thus, the level of job satisfaction will be higher if compared with the one who has low self-esteem.

## 5.2.2 Relationship between Generalized Self-Efficacy and Job Satisfaction

### Hypothesis 2

H1c: Generalized self-efficacy has a significant positive relationship with employee's job satisfaction in hotel industry.

Based on our research table 5.2, H1c is supported by the result as the p-value  $<.0001$  which is less than the alpha value of 0.01. Based on this result, it shows that the relationship between generalized self-efficacy and job satisfaction had significant relationship.

Based on our results computed in chapter 4, we find out that there is a positive correlation coefficient relationship between generalized self-efficacy and job satisfaction. The value of the correlation coefficient for these two variables is 0.4382. The relationship can be justified by moderate as this result fall under the range of  $\pm 0.41$  to  $\pm 0.70$ .

According to Yakin, M and Erdil, O (2012), generalized self-efficacy actually shows positive relationship between motivation, affective and behavioural outcomes in the organizational settings. The outcomes that mentioned here is job satisfaction refers to the extent whether the employees like or dislike their jobs. The authors also stated that, individuals with high generalized self-efficacy could actually deal with the difficulties more effectively and had more likely to attain valued outcomes through persistence, thus it would derive intrinsic satisfaction in their job. Based on Iman, S.S (2007), people with high generalized self-efficacy will think that they can perform successfully as well as having some traits like motivational traits, need for achievement and conscientiousness. Therefore, employees with higher motivation will lead to higher job satisfaction. Motivation and job satisfaction are correlated to

each other, when employees' motivation increases the job satisfaction will also increase (Singh, SK and Tiwari,V, 2011).

### **5.2.3 Relationship between Locus of Control and Job Satisfaction**

#### Hypothesis 3

H1D: There is a significant relationship between locus of control and job satisfaction. Locus of control is another important factor that will influence the level of job satisfaction for employees in hotel industry. Hence there is positive relationship between locus of control and job satisfaction of employees in hotel industry since the value for correlation coefficient is positive which is 0.6589. This value  $r=0.6589$  is under the range  $\pm 0.41$  to  $\pm 0.70$ . Hence, there is moderate relationship.

Since the p-value  $<.0001$  is lesser than the alpha value with 0.01, this indicates that there is significant relationship between locus of control and job satisfaction. So, H1D is accepted.

According to Spector (1982), employees with internal locus of control will be more satisfied with their own jobs since they are more likely to leave from a dissatisfying position because staying in an unsatisfied position will lead to low level in job performance. Based on our study, internal locus of control is positively and significantly related to job satisfaction of employees. The tendency is higher for employees with internal locus of control who are leading to higher job satisfaction if compared with employees with external locus of control. The reason is because they have better control of their behaviour and more achievement orientation. Thus, the level of job satisfaction of employees with internal locus of control is higher as they will be more likely to place a greater emphasis and develop their own skills on striving for achievement in their job.

## 5.2.4 Relationship between Emotional Stability and Job Satisfaction

### Hypothesis 4

H<sub>1E</sub> = There is a significant relationship between emotional stability and employees' job satisfaction in hotel industry.

According to the table 5.2, we found out that H<sub>1E</sub> is supported by the result where the p-value is <.0001 in which the value is less than the alpha value of 0.01. Therefore, this can show a significant relationship between emotional stability and job satisfaction.

According to our data analysis in chapter 4, emotional stability had actually shows a positive correlation coefficient with employees' job satisfaction. The data that we computed for these two variables is 0.3756. Based on this result, we can only say the relationship between these two variables is small but definite relationship as it falls under the range of  $\pm 0.21$  to  $\pm 0.40$ .

Based on the literature review that discussed previously, several researchers proved that negative emotional stability could have a negative relationship with the job satisfactions. It is because the employees might feel anxiety, insecure and depressed easily throughout their career. According to Timothy A. Judge (2010), the negative emotional stability is defined as neuroticism. The author had conducted a study during 2010 with only using neuroticism measures and he actually found out that neuroticism had a negative relationship with job satisfaction. This is also the reason that emotional stability scored the lowest among 4 independent variables in the correlation coefficient.



## 5.2.5 Relationship between Core Self-Evaluation and Job Satisfaction

### Hypothesis 5

H1: The four independent variables (self-esteem, generalized self-efficacy, locus of control and emotional stability) are significant to explain the variance on job satisfaction of employees in hotel industry.

The coefficient of determination ( $R^2$ ) is 0.8625 which means 86.25% of the variances in hotel employee's job satisfaction have been significantly explained by the four independent variables.

Based on the results shown, core self-evaluation has a positive relationship with job satisfaction and this result is consistent with the study by Korman (1970), where Korman found the connection between core self-evaluation traits and job satisfaction. He identified that people with higher self-esteem tend to like their jobs more than the opposite as they view the job is full with positive aspects and they are worth focusing on the happiness of the job. People with higher generalized self-efficacy tend to be satisfied with their job because they see themselves as the person that can take on the life and job challenges.

Furthermore, people with high emotional stability will experience greater job satisfaction since they will never focus on the drawbacks and setbacks of the life and job. But since jobs tend to have both positive and negative aspects, people will give different attention to the job aspects (Staw, 1984). Necowitz and Roznowski (1994) say that for those who keep focusing on the negative aspects are those people with high emotional instability. Therefore, they find that people with high internal locus of control and generalized self-efficacy will show higher job satisfaction because they perceive their own effort and ability will bring the positive outcomes to their jobs rather than outside factors beyond their control.

## **5.3 Implications of the Study**

The adoption of core self-evaluation in determining the hotel employees' job satisfaction is new. These four tested independent variables will provide an impact on the managerial implication. It is useful for employers and even employees to better understand the effect of the four variables on job satisfaction in hotel industry.

### **5.3.1 Managerial Implications**

Although most of the time core self-evaluation research centred on job satisfaction, motivation and job performance, it is also can be used to explain different leadership behaviour people exhibit with different level of core self-evaluation. One of the examples is transformational leadership, whereby the leader inspires people by solving problems in new ways, instilling prides and inspiring follower's expectations (Bass, Avolio, Jung, and Berson, 2003). People with higher level of core self-evaluation tend to be a transformational leader, and they are respected by followers, and exhibit a higher group performance compared to others (Judge and Piccolo, 2004). Schaubroeck, Lam, and Cha (2007) find that why the group led by transformational leaders produce better result has no association with team potency, which explains it is purely the influence by transformational leader.

Furthermore, individuals who have high level of core self-evaluation are likely to set challenging goals for themselves and this applies the same to the transformational leaders. They tend to set high and ambitious goals for their followers to achieve. This is because the confidence of the leader will surely be transferred to the group members and the followers will be more confident when doing the task (Erez, Misangyi, Johnson, LePine, and Halverson, 2008; Sy, Côté, and Saavedra, 2005).

Next, organizational change is inevitable lately. Many organizations try to develop or else they cannot compete in the market. For instance, the strategies such as cost-saving, expansion to the international markets, developing new and advanced technologies in order to stay in frontline have caused the organizations to revise their policies permanently. Hence, the decrease of traditional career paths, international outsourcing, joint venture and downsizing all bring an uncertainty to the employees in the organization (Datta, Guthrie, Basuil, & Pandey, 2010; Maertz, Wiley, LeRouge, & Campion, 2010). Employees who are dissatisfied with their assignments could feel very unfair and injustice, stress, reduced productivity and attempts to leave the organization they serve. However, if they successfully adapt to the changing organizational environment, they will have higher level of promotion and growth.

In general, people with higher core self-evaluations will have good skills to deal with these uncertain transitions. In other words, they will experience lesser psychological strain (Kammeyer-Mueller, Judge, & Scott, 2009). This is because they can read their environment well, they always interpret threats as opportunity for them to grow, so that is why individuals with high level of core self-evaluation can always implement effective coping strategies and face lesser obstacles in their life (Best et al., 2005).

Judge, Thoresen, Pucik, and Welbourne (1999) say that this positive self concept can benefit individuals in an organization in two different ways. Firstly, organization with dynamic environment always wanted to hire people with positive core self-evaluation as they can cope with pressure well. Secondly, individuals with low core self-evaluation can be identified quicker with employee's personality survey and thus send them for assistance such as personal counselling.

Therefore, managers can create a work environment that facilitates positive values for the positive core self-evaluators. For instance, managers should well taking care of the political activity in the department and coach the high core self-evaluators with effective leadership. It is interesting to know that providing such environment to the low core self-evaluators will not adversely impact their performance. Selecting

applicants with high core self-evaluation is advantageous, only if they work in the positive environment. If they work in a negative environment, their performance has no difference with the low core self-evaluators. One last thing to note is that organizations such as banks and retail stores that always place individuals in different places must take the factor of core self-evaluation in mind if they want to hire as employees will only thrive in a favourable environment.

## **5.4 Limitation of Study**

We encountered several limitations in this research study. Firstly, the sample size of 200 respondents is relatively small compared to population parameters. We have successfully collected 200 sets of questionnaires from hotels in Pulau Pinang, Ipoh and Kuala Lumpur. 200 respondents are limited to successfully make assumptions for the whole population of hotel employees in Malaysia. Due to time constraint, we cannot get the actual number of hotel staffs' population. We think that a larger sample size is needed to reinforce the analysis generated in order to get a more accurate and reliable result as the collected 200 pieces of questionnaires is not enough to represent the reality.

Another potential limitation that we like to highlight was the potential appearance of another variance that affects job satisfaction. We focus on core self-evaluations and job satisfaction, but there is possible influence from variables such as job performance, employee's abilities and organizational justice. It is very possible that the result might be influenced by other factors that did not been used in this study.

The next limitation is that the research on core self-evaluations that affects the hotel's staff job satisfaction is a new research topic in Malaysia although job satisfaction is not a new research topic. Therefore, the lack of academic research focus on core self-evaluation and job satisfaction of hotel staffs is carried out. Potentially there is a limit on the information that we can obtained from Malaysia. So we opted most of the

studies from other countries as a reference in this study. We also lack of financial resource as some of the valuable research papers cannot be accessed.

Lastly, the method of research that we used is a cross-sectional method. Cross-sectional method is the way of collecting data at a defined period. Therefore, the results collected and analyzed can only serve for short-term purpose because the actual reality will vary over time. Hence, the results of our study are only correct at a certain point of time. Cross-sectional study can only used to serve certain purpose such as for hotel's management to formulate different strategies. It will be less accurate when it comes to determine and form the causal relationship for our study. However, we do reckon that longitudinal studies are not suitable for undergraduate's level.

Although there are limitations, it will not affect the overall comprehension of this study. The limitations can be improved on the future study and serve as a background for future researchers to investigate on the solutions.

## **5.5 Recommendation for Future Study**

In future, the first suggestion to enhance the accuracy and reliability of the results is to distribute the questionnaires to every state evenly. This is because the result generated will be very accurate and represent the hotel staff population of whole Malaysia. This means that larger sample size is targeted and need more manpower to distribute and collect the questionnaires from more hotels in Malaysia. The response will be very comprehensive and results will be accurate. Since employees have no obligation to fill the questionnaires for us, we can buy a lot of pens and distribute each for every one of them, this reduces the time for them to find a pen and fill immediately, and secondly it makes the employees happy that we are preparing something for them to use and keep after the filling of questionnaires.

Since the future research is recommended to increase the sample size for the respondents in the future, so one mean to get all the questionnaires delivered is by Internet. This can reach virtually every hotel in Malaysia as long as they have a website on the Internet. Internet is a common tool of communication nowadays and it is easier and faster to send the questionnaires via Internet. We can sit in the comfort of our house and receive all the feedback. It is also less time and cost consuming. It is also recommended to use qualitative method to collect the data as it presents different dimensions of the data collected. Research can be understood more thoroughly.

Future research can also use mediator and moderator variables, and not always the standard independent and dependent variables. With the presence of either one of these two variables, the study will be clearer and systematic and it is recommended to add them into the theoretical framework of future research.

Lastly, it is also recommended for the future research to involve longitudinal research such as cohort studies and panel studies as some of the purposes can suit it. Longitudinal method enables the tracking of the data and eases the analyzing of data at different point of time. Hence, the changes are observed easily and the researchers can make comparison out of them. We also reckon that current method of using multiple regression analysis is not the best method as it only helps for fulfilling assumptions and auto correlation. We propose the use of structural equation analysis as it involves confirmatory and exploratory modeling elements, they suit to be used for both theory testing and theory development. SEM can find whether the model is valid or not, rather than the 'fit' of the model.

## 5.6 Conclusion

In conclusion, the relationship between core self-evaluation and job satisfaction can be understood more thoroughly after conducting this research. This study has helped us to understand more on the variables that influence the job satisfaction of hotel employees. The results from the 200 respondents show that locus of control is the most critical element in determining hotel employees' job satisfaction of hotel employees. This helps employers and employees to understand better on how psychological state of one's can influence the job satisfaction of him or her. Core self-evaluation is an important concept that emerged one decade ago. It is a concept with integrated traits to examine different streams of research. Its importance cannot be undermined as the outcome of behavior of employees is closely related to it. Last but not least, the employees with high core self-evaluations tend to work well and will not simply give up in any situations. They will not simply quit and will stay through to achieve the company's goals. In other words, it can help to retain high performing employees.

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## Appendix A: Permission Letter for Permission to Conduct Survey



**UNIVERSITI TUNKU ABDUL RAHMAN**  
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

17<sup>th</sup> April 2014

To Whom It May Concern

Dear Sir/Madam

**Permission to Conduct Survey**

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.


The students are as follows:

<u>Name of Student</u>	<u>Student ID</u>
LIM SHU KAR	12AB-B00259
GINNY NG CHIEN EE	12AB-B00626
TEOH BOON PING	11AB-B06626
OONG CHUN SUNG	11AB-B04568
YEAP MEI TYNG	11AB-B04850

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely  
  
 .....  
 Mr Kuek Thiam Yong  
 Head of Department,  
 Faculty of Business and Finance  
 Email: [kuekty@utar.edu.my](mailto:kuekty@utar.edu.my)

  
 .....  
 Mr Fong Chee Yang  
 Supervisor,  
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Address: No.9, Jalan Bersatu 13/4, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia  
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 Tel: (603) 7958 2628 Fax: (603) 7956 1923 Homepage: <http://www.utar.edu.my>



## Appendix B: Questionnaire



### UNIVERSITY TUNKU ABDUL RAHMAN

Dear respondents,  
(*Kepada responden*),

We are undergraduate students from University Tunku Abdul Rahman, Kampar, Perak who are currently pursuing Business Administration (Hons) course. We are currently conducting a research on “**The Relationship between Core Self-Evaluation and Employees Job Satisfaction in Hotel Industry**”. The following questions are related to our study on the relationship between core self-evaluation and job satisfaction.

*(Kami ialah mahasiswa dari kursus Pentadbiran Perniagaan (Kepujian) di Universiti Tunku Abdul Rahman, Kampar, Perak. Kami sedang membuat penyelidikan tentang “Hubungan Core Self-Evaluation (Penilaian Teras Diri) dan kepuasan bekerja pekerja di industri hotel”. Soalan-soalan berikut adalah berkaitan dengan hubungan core self-evaluation dan kepuasan bekerja.)*

Your response will be held confidential and it is only meant for academic purpose. Your involvement will greatly contribute to the success of this survey. It will take about 10-15 minutes of your time in order to complete this survey.

*(Tindak balasan anda adalah sulit dan ia akan digunakan untuk kegunaan akademik sahaja. Penyertaan anda akan membawa kejayaan kepada kajian ini. Ia memakan masa sebanyak 10-15 minit untuk melengkapkan kajian ini.)*

Thank you for your precious time and participation in this study.

*(Terima kasih untuk masa dan penyertaan anda di dalam kajian ini.)*

<b>Name</b>	<b>Contact No. &amp; Email Address</b>
GINNY NG CHIEN EE	0127910093, chienee327@hotmail.com
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YEAP MEI TYNG	0125121533, meityng_17@hotmail.com

## Section A

### **General Information**

#### **(Maklumat Am)**

Please place (✓) in the appropriate answer.

*(Sila tandakan (✓) di kotak yang sesuai.)*

#### 1. Gender

*(Jantina)*

Male

*(Lelaki)*

Female

*(Perempuan)*

#### 2. Age

*(Umur)*

<20 years old

*(<20 tahun)*

21-30 years old

*(21-30 tahun)*

31-40 years old

*(31-40 tahun)*

41-50 years old

*(41-50 tahun)*

>50 years old

*(>50 tahun)*

#### 3. Position

*(Jawatan)*

Managerial



*(Pengurusan)*

- Non-managerial

*(Bukan Pengurusan)*

4. Educational level

*(Tahap pendidikan)*

- SPM/STPM

- Certificate/Diploma

*(Sijil)*

- Undergraduate

*(Sarjana muda)*

- Professional qualification (ACCA, ICSA etc.)

*(Kelayakan profesional)*

- Postgraduate

*(Pos graduan)*

5. Length of employment with company

*(Jangka masa bekerja dengan syarikat.)*

- <1 year

*(<1 tahun)*

- 1-3 years

*(1-3 tahun)*

- 3-6 years

*(3-6 tahun)*

- 6-9 years

*(6-9 tahun)*

- >9 years

*(>9 tahun)*

6. Ethnic group

*(Kumpulan etnik)*

Malay

*(Melayu)*

Chinese

*(Cina)*

Indian

*(India)*

Others (Please specify:\_\_\_\_\_)

*(Lain-lain, Sila nyatakan:\_\_\_\_\_)*

**Section B**

This section is seeking your opinion regarding the factors of self-esteem, generalized self-efficacy, locus of control and emotional stability that affect the employee's job satisfaction.

*(Seksyen ini bertujuan untuk mencari pendapat anda mengenai faktor harga diri, keberkesanan diri am, lokus kawalan dan kestabilan emosi yang menjejaskan kepuasan bekerja pekerja.)*

Please circle your answer to each statement by using 5 points likert scale which best represent your opinion.

*(Sila bulatkan jawapan yang anda fikir munasabah dengan menggunakan 5 mata skala likert berdasarkan pandangan anda.)*

Strongly Disagree <i>(Amat tidak bersetuju)</i>	Disagree <i>(Tidak bersetuju)</i>	Neutral <i>(Neutral)</i>	Agree <i>(Bersetuju)</i>	Strongly Agree <i>(Amat bersetuju)</i>
1	2	3	4	5

**Independent variable 1: Self-esteem***(Pemboleh ubah Individu 1: Harga Diri)*

SE1 I am satisfied with myself during my work. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya berpuas hati dengan diri saya semasa saya bekerja.)*

SE2 I feel that I have a number of good qualities. 

1	2	3	4	5
---	---	---	---	---

  
 (For example: believe in myself, effective communication skill etc.)  
*(Saya berasa saya ada beberapa kualiti yang bagus. Sebagai contohnya, percaya pada diri sendiri, kemahiran*

*komunikasi yang berkesan dan lain-lain.)*

SE3 I am able to do things as good as most other people. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya membuat kerja dengan cekap seperti kebanyakan orang.)*

SE4 I feel that I am a worthy person, if not at least on an equal worth with others. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya berasa diri saya penting, kalau tidak sekurang-kurangnya sama penting dengan orang lain.)*

SE5 I take a positive attitude toward myself. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya mempunyai sikap positif di dalam diri saya.)*

**Independent variable 2: Generalized Self-efficacy***(Pemboleh ubah Individu 2: Keberkesanan Diri Am)*

GS1 If I am in trouble, I can usually think of a solution.

1	2	3	4	5
---	---	---	---	---

*(Jika saya berada di dalam kesusahan, saya selalu dapat fikirkan cara-cara penyelesaian.)*

GS2 If someone disapproves me I can find the means

1	2	3	4	5
---	---	---	---	---

and ways to get what I want.

*(Jika seseorang menentang saya, saya dapat mencari cara dan jalan untuk mendapat apa yang saya nak.)*

GS3 I am the person who is easy to stick with my aims and accomplish my goals.

1	2	3	4	5
---	---	---	---	---

*(Saya ialah orang yang senang untuk berpegang dan mencapai matlamat.)*

GS4 I can remain calm when facing difficulties 

1	2	3	4	5
---	---	---	---	---

because I

can rely on my coping abilities.

*(Saya masih tenang meskipun saya berada dalam kesusahan kerana saya boleh menghadapinya.)*

GS5 I am confident that I could deal efficiently 

1	2	3	4	5
---	---	---	---	---

with unexpected events.

*(Saya yakin bahawa saya dapat menangani dengancekap kejadian yang tidak diduga.)*

### **Independent variable 3: Locus of Control**

*(Pemboleh ubah Individu 3: Lokus Kawalan)*

LC1 When I make plans, I am almost certain to 

1	2	3	4	5
---	---	---	---	---

make

them work.

*(Jika saya membuat rancangan, saya yakin bahawa ia akan berjaya.)*

LC2 I can pretty much determine what will happen 

1	2	3	4	5
---	---	---	---	---

in my life.

*(Saya sudah tahu apa yang bakal berlaku di dalam kehidupan saya.)*

LC3 When I get what I want, it is usually because I 

1	2	3	4	5
---	---	---	---	---

worked hard for it.

*(Selalunya saya bekerja keras untuk mendapat apa yang saya nak.)*

LC4 I am usually able to protect my personal interests.

1	2	3	4	5
---	---	---	---	---

*(Saya selalu dapat melindungi hak-hak saya.)*

LC5 My life is determined by my own actions.

1	2	3	4	5
---	---	---	---	---

*(Tindakan saya menentukan hidup saya.)*

**Independent variable 4: Emotional Stability***(Pemboleh ubah Individu 4: Kestabilan Emosi)*

ES1 I can stand a great deal of stress during my work. 

1	2	3	4	5
---	---	---	---	---

*(Saya boleh menerima tekanan berlebihan semasa kerja saya.)*

ES2 I can keep my emotions under control. 

1	2	3	4	5
---	---	---	---	---

*(Saya boleh mengawal emosi saya dengan baik.)*

ES3 I can take my mind off from the problem. 

1	2	3	4	5
---	---	---	---	---

*(Saya boleh menjauhkan minda saya dari masalah.)*

ES4 I can readily overcome setbacks. 

1	2	3	4	5
---	---	---	---	---

*(Saya boleh mengatasi rintangan dengan mudah.)*

ES5 I look at the bright side of life. 

1	2	3	4	5
---	---	---	---	---

*(Saya berfikir tentang kebaikan hidup.)*



**Dependent variable: Job Satisfaction***(Pemboleh ubah Bersandar: Kepuasan Bekerja)*

JS1 I feel fairly well satisfied with my present job. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya sangat berpuas hati terhadap pekerjaan saya sekarang.)*

JS2 Most days I am enthusiastic about my work. 

1	2	3	4	5
---	---	---	---	---

  
*(Kebanyakan masa saya berasa bersemangat terhadap pekerjaan saya.)*

JS3 I find real enjoyment in my work. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya mendapat keseronokan dari pekerjaan saya.)*

JS4 I like my job better than the average worker does. 

1	2	3	4	5
---	---	---	---	---

  
*(Saya suka pekerjaan saya berbanding dengan pekerja lain.)*

JS5 My job is usually interesting enough to keep me from getting bored. 

1	2	3	4	5
---	---	---	---	---

  
*(Pekerjaan saya amat menarik dan saya dapat menjauhkan diri dari kebosanan.)*

Thank you for your precious time and participation in this study.  
*(Terima kasih untuk masa dan penyertaan anda di dalam kajian ini.)*

## Appendix C: Pilot Test-Reliability

### Rules of thumb about Cronbach's Alpha coefficient size

Strength of Association	Alpha Coefficient Range
Very Good reliability	$\alpha = 0.80 - 0.95$
Good reliability	$\alpha = 0.70 - 0.80$
Fair reliability	$\alpha = 0.60 - 0.70$
Poor reliability	$\alpha = < 0.60$

Adapted from: Hair, Jr., J. F., Money, A. H., Samouel, P., & Page, M. (2007).

*Research methods for business.* Chichester, West Sussex: John Wiley & Sons Ltd.

### Self-Esteem Variable

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.893998
Standardized	0.895445

Source: Developed for the research

### Generalized Self-Efficacy Variable

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.895382
Standardized	0.902005

Source: Developed for the research

**Locus of Control Variable**

<b>Cronbach Coefficient Alpha</b>	
<b>Variables</b>	<b>Alpha</b>
Raw	0.882464
Standardized	0.884944

Source: Developed for the research

**Emotional Stability Variable**

<b>Cronbach Coefficient Alpha</b>	
<b>Variables</b>	<b>Alpha</b>
Raw	0.895939
Standardized	0.897928

Source: Developed for the research

**Job Satisfaction Variable**

<b>Cronbach Coefficient Alpha</b>	
<b>Variables</b>	<b>Alpha</b>
Raw	0.846077
Standardized	0.849857

Source: Developed for the research

## Appendix D: Actual Test-Reliability

Rules of thumb about Cronbach's Alpha coefficient size

Strength of Association	Alpha Coefficient Range
Very Good reliability	$\alpha = 0.80 - 0.95$
Good reliability	$\alpha = 0.70 - 0.80$
Fair reliability	$\alpha = 0.60 - 0.70$
Poor reliability	$\alpha = < 0.60$

Adapted from: Hair, Jr., J. F., Money, A. H., Samouel, P., & Page, M. (2007).

*Research methods for business.* Chichester, West Sussex: John Wiley & Sons Ltd.

### Self-Esteem Variable

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.903409
Standardized	0.904662

Source: Developed for the research

### Generalized Self-Efficacy Variable

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.892352
Standardized	0.893078

Source: Developed for the research

Locus of Control Variable

<b>Cronbach Coefficient Alpha</b>	
<b>Variables</b>	<b>Alpha</b>
Raw	0.879033
Standardized	0.880349

Source: Developed for the research

Emotional Stability Variable

<b>Cronbach Coefficient Alpha</b>	
<b>Variables</b>	<b>Alpha</b>
Raw	0.890757
Standardized	0.892362

Source: Developed for the research

Job Satisfaction Variable

<b>Cronbach Coefficient Alpha</b>	
<b>Variables</b>	<b>Alpha</b>
Raw	0.885228
Standardized	0.887875

Source: Developed for the research

## Pearson Correlation Coefficient

### Rule of Thumb about Correlation Coefficient Size

Coefficient Range	Strength of Association
$\pm 0.91$ to $\pm 1.00$	Very strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$\pm 0.00$ to $\pm 0.20$	Slight, almost negligible

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

### Pearson Correlation Coefficients

		Self-esteem	Generalized Self-Efficacy	Locus of Control	Emotional Stability
Job Satisfaction	Pearson Correlation	0.6072	0.4382	0.6589	0.3756
	Sign (2 tailed)	<0.0001	<0.0001	<0.0001	<0.0001
	N	200	200	200	200

Source: Developed for the research

## Multiple Linear Regressions

### Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	98.20450	32.73483	309.84	<.0001
Error	196	58.41230	0.29802		

Source: Developed for the research

### Analysis of Variance

<b>Root MSE</b>	2.6246	<b>R-Square</b>	0.8625
<b>Dependent Mean</b>	44.4364	<b>Adj R-Sq</b>	0.8607
<b>Coeff Var</b>	4.9402		

Source: Developed for the research

### Analysis of Variance

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	4.04338	0.9967	4.06	<.0001
Self-Esteem	1	0.73212	0.0409	17.76	<.0001
Generalized Self-Efficacy	1	0.87367	0.0513	22.72	0.0113
Locus of Control	1	0.64958	0.0441	15.04	<.0001
Emotional Stability	1	0.79433	0.0523	15.47	0.0002

Source: Developed for the research